

Departmental Budgets

The “All Funds Operating Budget Summary” on page 44 lists, by department, the recommended 2005 All Funds Operating Budget compared to the 2004 All Funds Operating Budget. This table does not include internal service funds because the revenue is received from interdepartmental billing for services. For example, the City Hall printing services fund is not included because the in-house printing costs are already included in the non-personnel budgets of other departments. It would be a “double count” of costs to include internal service funds within the “All Funds Operating Budget Summary.”

The “General Fund Budget Summary” on page 45 lists, by departments, the recommended 2005 General Fund Operating Budget compared to the 2004 General Fund Operating Budget.

The “Staffing Plan” on page 46 lists, by department, the number of full-time equivalent (FTE) positions funded in the 2005 and 2006 in the General Fund, Other Funds, and All Funds. Presented at the bottom of the “Staffing Plan” is a breakdown of the total number of authorized FTE for the Police Sworn and Fire Sworn.

The “Departmental Information” beginning on page 49 include the department's mission statement, function and duties, strategic direction, an explanation of budget changes, an expenditure and staffing summary table, an explanation of staffing changes, and an explanation of capital projects and consolidated plan projects where applicable.

- The explanation of budget changes describes the significant budget changes included in the 2005 recommended budget after considering inflationary increases. To continue 2004 services into 2005, departments are faced with making significant budget reductions while continuing to provide the same level and quality of services. This was done through creating operating efficiencies, deleting unnecessary positions, and transferring other positions from the General Fund to Restricted Funds.
- The expenditure and staffing summary table includes the total cost for each department, by fund type, including other non-departmental costs as appropriate (debt service, motorized equipment, and General Fund Overhead). The explanation of budget changes focuses on the departmental part of the budget which includes personnel costs and supplies and services. General Fund overhead is calculated as 8.9% of personnel costs. Debt service and motorized equipment budget changes are described if they are significant.
- The expenditure and staffing summary table provides the 2004, 2005, and 2006 expenditure budgets for each department, as well as the All Funds recommended FTE over the three-year period.
- The explanation of staffing changes describes the 2005/2006 recommended staffing changes compared to the 2004 staffing plan for the department.

All Funds Operating Budget Summary

Agency/Account	2003 Approved	2004 Approved	2005 Recommended	Change 2004 to 2005	2006 Recommended	Change 2005 to 2006
City Council	\$1,425,000	\$1,436,980	\$1,214,700	-15.5%	\$1,207,220	-0.6%
Office of the Mayor	442,990	445,650	376,680	-15.5%	373,700	-0.8%
Clerk of Council	822,830	1,014,850	627,200	-38.2%	624,730	-0.4%
City Manager	1,786,480	2,141,840	1,874,700	-12.5%	1,866,670	-0.4%
Buildings & Inspections	5,295,590	5,331,040	5,111,460	-4.1%	5,066,640	-0.9%
Citizens' Complaint Authority	560,210	578,980	544,700	-5.9%	536,000	-1.6%
Community Develop. & Planning	16,973,550	15,033,020	4,549,970	-69.7%	4,420,850	-2.8%
Enterprise Services	9,530,380	9,532,630	8,889,480	-6.7%	8,515,130	-4.2%
Finance	10,273,030	10,358,790	8,902,190	-14.1%	8,682,770	-2.5%
Fire	54,987,660	58,344,000	60,597,780	3.9%	60,544,000	-0.1%
Health	35,826,470	35,878,740	33,776,220	-5.9%	33,058,400	-2.1%
Human Resources	2,129,100	2,108,550	1,928,470	-8.5%	1,905,220	-1.2%
Law	4,917,180	5,143,380	4,733,280	-8.0%	4,662,320	-1.5%
Parks	8,142,250	8,467,880	8,398,660	-0.8%	8,447,170	0.6%
Police	86,742,270	92,394,540	90,999,880	-1.5%	91,904,400	1.0%
Public Services	35,231,460	35,133,500	34,080,390	-3.0%	34,151,080	0.2%
Recreation	24,917,360	25,196,020	24,838,120	-1.4%	24,822,940	-0.1%
Regional Computer Center	5,218,650	6,175,430	5,873,710	-4.9%	5,946,540	1.2%
Sewers	83,393,650	94,255,570	96,661,130	2.6%	98,829,530	2.2%
SORTA	35,525,250	36,963,570	37,672,000	1.9%	38,916,000	3.3%
Transportation and Eng.	9,581,960	10,123,010	9,438,210	-6.8%	9,217,390	-2.3%
Water Works	54,292,170	57,037,840	51,785,050	-9.2%	53,793,550	3.9%
TOTAL ALL DEPARTMENTS	\$488,015,490	\$513,095,810	\$492,873,980	-3.9%	\$497,492,250	0.9%
Cincinnati Public Schools	\$5,000,000	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Debt Service	141,752,240	169,718,910	162,901,010	-4.0%	140,852,500	-13.5%
Employee Benefits & Pensions	74,488,390	88,926,540	92,960,630	4.5%	95,395,840	2.6%
General Fund Overhead	6,474,760	7,074,270	7,313,720	3.4%	7,518,510	2.8%
Non-Departmental Accounts	8,577,570	9,964,090	9,843,370	-1.2%	10,536,770	7.0%
Reserve for Contingencies	500,000	250,000	0	-100.0%	0	
TOTAL NON-DEPARTMENTAL	\$236,792,960	\$280,933,810	\$278,018,730	-1.0%	\$259,303,620	-6.7%
GRAND TOTAL	\$724,808,450	\$794,029,620	\$770,892,710	-2.9%	\$756,795,870	-1.8%

General Fund Budget Summary

Agency/Account	2003 Approved	2004 Approved	2005 Recommended	Change 2004 to 2005	2006 Recommended	Change 2005 to 2006
City Council	\$1,425,000	\$1,436,980	\$1,214,700	-15.5%	\$1,207,220	-0.6%
Office of the Mayor	442,990	445,650	376,680	-15.5%	373,700	-0.8%
Clerk of Council	822,830	1,014,850	627,200	-38.2%	624,730	-0.4%
City Manager	1,454,900	1,759,950	1,487,220	-15.5%	1,474,780	-0.8%
Buildings & Inspections	5,252,540	5,286,840	5,066,910	-4.2%	5,021,200	-0.9%
Citizens' Complaint Authority	560,210	578,980	544,700	-5.9%	536,000	-1.6%
Community Develop. & Planning	10,142,400	9,035,770	2,873,130	-68.2%	2,848,480	-0.9%
Finance	8,225,290	8,294,040	6,643,280	-19.9%	6,556,080	-1.3%
Fire	54,987,660	58,344,000	60,597,780	3.9%	60,544,000	-0.1%
Health	22,427,210	22,108,160	21,792,640	-1.4%	21,625,790	-0.8%
Human Resources	1,975,780	1,914,050	1,726,280	-9.8%	1,703,030	-1.3%
Law	4,474,010	4,674,200	4,272,210	-8.6%	4,198,720	-1.7%
Parks	4,687,530	4,563,870	4,560,440	-0.1%	4,541,580	-0.4%
Police	85,268,020	89,516,210	89,600,790	0.1%	90,476,310	1.0%
Public Services	20,273,690	21,372,530	20,247,630	-5.3%	20,314,450	0.3%
Recreation	14,503,370	15,009,260	14,852,870	-1.0%	14,730,560	-0.8%
Regional Computer Center	3,725,880	4,342,920	4,006,340	-7.8%	4,033,380	0.7%
Transportation and Eng.	2,954,580	3,045,160	2,939,650	-3.5%	2,933,430	-0.2%
TOTAL ALL DEPARTMENTS	\$243,603,890	\$252,743,420	\$243,430,450	-3.7%	\$243,743,440	0.1%
Cincinnati Public Schools	\$5,000,000	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Employee Benefits & Pensions	56,866,290	65,424,990	68,601,160	4.9%	70,347,390	2.5%
Non-Departmental Accounts	6,532,000	6,944,300	7,278,820	4.8%	7,904,550	8.6%
Reserve for Contingencies	500,000	0	0		0	
TOTAL NON-DEPARTMENTAL	\$68,898,290	\$77,369,290	\$80,879,980	4.5%	\$83,251,940	2.9%
GRAND TOTAL	\$312,502,180	\$330,112,710	\$324,310,430	-1.8%	\$326,995,380	0.8%

Recommended Staffing Plan

	General Fund				Other Funds				All Funds			
	2003	2004	2005	2006	2003	2004	2005	2006	2003	2004	2005	2006
City Council	27.0	27.0	18.0	18.0					27.0	27.0	18.0	18.0
Office of the Mayor	6.0	7.0	5.0	5.0					6.0	7.0	5.0	5.0
Clerk of Council	7.0	7.0	7.0	7.0					7.0	7.0	7.0	7.0
City Manager	15.0	19.0	18.0	18.0	4.0	5.0	5.0	5.0	19.0	24.0	23.0	23.0
Buildings & Inspections	101.1	98.1	92.1	92.1	0.9	0.9	0.9	0.9	102.0	99.0	93.0	93.0
Citizens' Complaint Auth.	9.7	9.7	9.7	9.7					9.7	9.7	9.7	9.7
Community Devel. & Plng.	51.1	45.0	32.0	32.0	36.1	36.5	29.0	25.0	87.2	81.5	61.0	57.0
Enterprise Services					237.2	245.2	235.2	235.2	237.2	245.2	235.2	235.2
Finance	129.0	125.8	113.3	113.3	50.0	56.0	56.0	56.0	179.0	181.8	169.3	169.3
Fire	848.8	852.6	828.0	828.0					848.8	852.6	828.0	828.0
Health	357.4	346.0	341.0	341.0	187.1	198.5	183.6	183.6	544.5	544.5	524.6	524.6
Human Resources	31.2	28.2	26.2	26.2	6.0	3.0	3.0	3.0	37.2	31.2	29.2	29.2
Law	72.2	75.2	73.2	73.2	7.0	7.0	7.0	7.0	79.2	82.2	80.2	80.2
Parks	104.3	98.3	91.3	91.3	50.4	56.4	60.9	60.9	154.7	154.7	152.2	152.2
Police	1,377.2	1,393.5	1,382.5	1,382.5					1,377.2	1,393.5	1,382.5	1,382.5
Public Services	258.5	249.8	240.8	240.8	289.9	278.5	270.5	268.5	548.4	528.3	511.3	509.3
Recreation	347.3	347.3	345.0	345.0	106.5	106.5	107.2	107.2	453.8	453.8	452.2	452.2
Regional Computer Ctr.					201.0	200.0	191.2	191.2	201.0	200.0	191.2	191.2
Sewers					724.0	721.5	712.0	712.0	724.0	721.5	712.0	712.0
Transportation and Eng.	86.0	85.0	83.0	83.0	111.0	111.0	111.0	111.0	197.0	196.0	194.0	194.0
Water Works					645.8	647.4	648.2	637.2	645.8	647.4	648.2	637.2
TOTAL	3,828.8	3,814.5	3,706.1	3,706.1	2,656.9	2,673.4	2,620.7	2,603.7	6,485.7	6,487.9	6,326.8	6,309.8
Police Sworn	1,045.0	1,060.0	1,075.0	1,075.0					1,045.0	1,060.0	1,075.0	1,075.0
Fire Sworn	787.0	787.0	787.0	787.0					787.0	787.0	787.0	787.0
Non-Sworn	1,996.8	1,967.5	1,844.1	1,844.1	2,656.9	2,673.4	2,620.7	2,603.7	4,653.7	4,640.9	4,464.8	4,447.8

2005 Continuation Budget / 2005 Recommended Budget Comparison

	2005 Continuation Budget	2005 Recommended Budget	% Change 2005 Cont. to 2005 Rec.
Police	\$ 91,608,992	\$ 89,600,790	-2.2%
Fire	60,405,039	60,597,780	0.3%
Public Safety Sub-Total	152,014,031	150,198,570	-1.2%
Health	22,752,768	21,792,640	-4.2%
Public Services	21,840,869	20,247,630	-7.3%
Recreation	15,437,853	14,852,870	-3.8%
Community Development	9,256,400	2,873,130	-69.0%
Finance	7,567,012	6,643,280	-12.2%
Buildings & Inspections	5,455,263	5,066,910	-7.1%
Law	4,875,899	4,272,210	-12.4%
Parks	4,693,721	4,560,440	-2.8%
Regional Computer Center	4,451,493	4,006,340	-10.0%
Transportation & Engineering	3,130,196	2,939,650	-6.1%
Human Resources	1,980,021	1,726,280	-12.8%
City Manager	1,812,489	1,487,158	-17.9%
City Council	1,474,548	1,214,700	-17.6%
Clerk of Council	707,451	627,200	-11.3%
Citizen's Complaint Authority	599,266	544,700	-9.1%
Office of the Mayor	457,278	376,680	-17.6%
Non-Public Safety Sub-Total	106,492,527	93,231,818	-12.5%
Total Departmental Budgets	258,506,558	243,430,388	-5.8%
Employee Benefits Sub-Total	68,674,106	68,601,222	-0.1%
Non-Departmental Sub-Total	13,153,820	12,278,820	-6.7%
Total General Fund Operating Expenditures	340,334,484	324,310,430	-4.7%

Note: Does not reflect General Fund Transfers-Out (Fund 382)

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CITY COUNCIL

TELEPHONE #: 513.352.3248



MISSION

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.

FUNCTION AND DUTIES

- **Council Committees.** Committees conduct the major portion of the work of the City Council. The committee system enables citizens to be heard on matters of particular interest to them at regularly scheduled meetings of each committee and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council. The standing committees of the City Council are:

- Arts and Culture Committee

Jurisdiction: Arts allocation, Arts organization, Arts Capital projects, and all Art issues.

- Community Development, Education, and Intergovernmental Affairs Committee

Jurisdiction: Downtown and Riverfront development; transportation; telecommunications; environment; relationships with Cincinnati Public Schools; and Southwest Ohio Regional Transit Authority (SORTA); regionalism and regional planning entities, such as the Metropolitan Growth Alliance, SOUTHBANK, and Ohio-Kentucky-Indiana (OKI).

- Finance Committee

Jurisdiction: Budget, economic expansion, community reinvestment, union contracts, corporate incentives, and appropriations.

- Health, Tourism, Small Business, and Employment Committee

Jurisdiction: Health, tourism, human and children services, youth employment, recreation, contract compliance, the entire jurisdiction of the Small Business Division including small business downtown and neighborhood business districts, Chambers of Commerce, employment training, affirmative action, personnel, and workplace safety.

- Law and Public Safety Committee

Jurisdiction: Safety, election reform and legal review, the Department of Justice and Collaborative Agreements, Citizen Complaint Authority, and all Charter amendments.

- Neighborhood and Public Services Committee

Jurisdiction: Housing, Housing Advisory Council, Cincinnati Metropolitan Housing Authority (CMHA), litter, zoning, community planning, community councils, public works, public utilities, infrastructures, and liquor licenses.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 1,425,000	\$ 1,436,980	\$ 1,214,700	\$ (222,280)	\$ 1,207,220
Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Total	\$ 1,425,000	\$ 1,436,980	\$ 1,214,700	\$ (222,280)	\$ 1,207,220
Total With Employee Benefits	\$ 1,647,480	\$ 1,694,770	\$ 1,409,270	\$ (285,500)	\$ 1,399,280
Total Full-Time Equivalent Positions	27.0	27.0	18.0	(9.0)	18.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$1,214,700, not including employee benefits. This funding level represents a net decrease of \$222,280, or 15.5%, from the 2004 Approved Budget Update. The budget consists of \$545,820 in salaries for the Councilmembers and \$74,320 for each of the nine Councilmember offices. The budget change is primarily due to a \$12,800 salary increase for all nine elected officials and a \$235,080 (\$26,120 per office) reduction to the budget of the Councilmember offices.

City Charter establishes Councilmembers salaries as 75% of a County Commissioner's salary. The County Commissioners receive a salary increase based on the lesser of the change in the Consumer Price Index or 3%. The Consumer Price Index as of September 30, 2004 was 2.4%.

The 2006 departmental budget increases the Councilmembers salaries, which are set by City Charter, and provides non-personnel inflationary increases to each of the nine Councilmember offices. These increases are offset by a \$25,830 (\$2,870 per office) reduction to the budget of the Councilmember offices to meet the additional General Fund reductions required for 2006. Specific reductions will be addressed in the 2006 Budget Update.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 18.0 for 2005 and 2006 which is 9.0 FTE less than the 2004 Approved Budget Update. This reduction represents the elimination of 1 Council Aide position per Councilmember office.

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OFFICE OF THE MAYOR
TELEPHONE #: 513.352.3250



MISSION

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.

FUNCTION AND DUTIES

- **City Spokesperson:** The Mayor speaks for all citizens and the Office of the Mayor has the opportunity to offer general policy direction and leadership for the City.
- **Presides over City Council Meetings:** The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.

- **Board of Appointments:** The Mayor appoints citizens to various boards and commissions with approval from the City Council.
- **City Leader:** In a time of public danger or emergency, the Mayor may, with the consent of the City Council, take command of the police, maintain order, and enforce the law. Should it be deemed necessary, the Mayor may request the Governor to assist the City in restoring order.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 442,990	\$ 445,650	\$ 376,680	\$ (68,970)	\$ 373,700
Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Total	\$ 442,990	\$ 445,650	\$ 376,680	\$ (68,970)	\$ 373,700
Total With Employee Benefits	\$ 527,540	\$ 555,060	\$ 465,090	\$ (89,970)	\$ 460,930
Total Full-Time Equivalent Positions	6.0	7.0	5.0	(2.0)	5.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$376,680, not including employee benefits. This funding level represents a decrease of \$68,970, or 15.5%, from the 2004 Approved Budget Update. The budget change is primarily due to a \$80,600 reduction to the Mayor's office functions. The \$80,600 reduction results in the elimination of one Council Assistant position and two part-time Council Aide positions. The reduction is offset by a \$2,850 salary increase for the Mayor, which is set by City Charter, and standard inflationary increases in the amount of \$8,780.

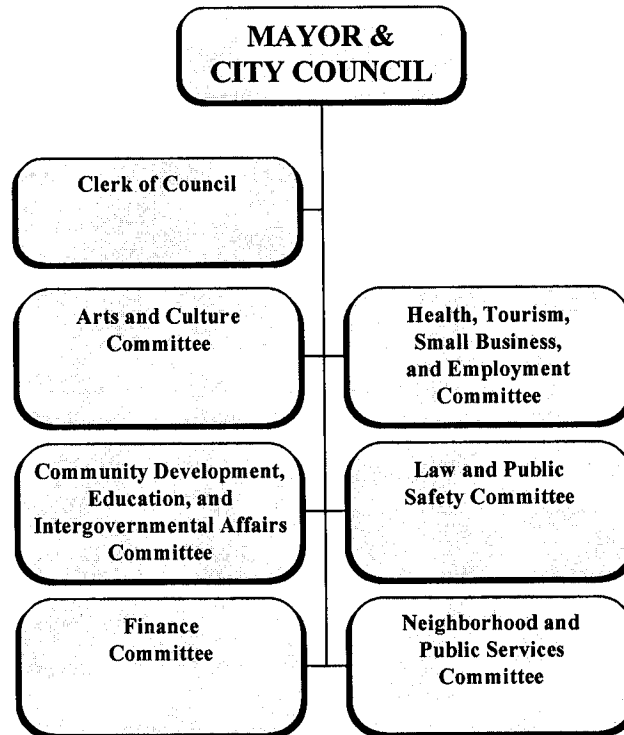
The 2006 departmental budget increases by \$5,020 for the Mayor's salary, which is set by City Charter, and for non-personnel inflationary increases to the Mayor's office functions. These increases are offset by an \$8,000 reduction to the budget of the Mayor's office functions to meet the additional General Fund reductions required for 2006. Specific reductions will be addressed in the 2006 Budget Update process.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 5.0 for 2005 and 2006 which is 2.0 FTE less than the 2004 Approved Budget Update. This reduction represents the elimination of one Council Assistant position (1.0 FTE) and two part-time Council Aide positions (1.0 FTE) in the Office of the Mayor.



CLERK OF COUNCIL
TELEPHONE #: 513.352.3248



MISSION

The mission of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.

FUNCTION AND DUTIES

- **City Council support:** The Clerk and the Clerk's staff prepare the agenda for each committee and the "calendar" for the weekly session of the City Council. The office is responsible for informing citizens of public hearings in which they would have a special interest. All City Council committee meetings are videotaped for broadcast on the public access channel.
- **Keeping the public informed:** The City Bulletin, published weekly by the Clerk of Council, is the official publication of the City of Cincinnati. Ordinances, resolutions, motions, and various legal notices are published in the City Bulletin. Other publications available from the Clerk's Office are the Charter of the City of Cincinnati, the Cincinnati Municipal Code, a directory of City Councilmembers and committee assignments, committee agendas, and the City Council calendar.

- **Other Services:** Certification of documents and the verification of residence in Cincinnati are additional services provided by this office.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 822,830	\$ 1,014,850	\$ 627,200	\$ (387,650)	\$ 624,730
Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Total	\$ 822,830	\$ 1,014,850	\$ 627,200	\$ (387,650)	\$ 624,730
Total With Employee	\$ 885,320	\$ 1,094,730	\$ 700,200	\$ (394,530)	\$ 694,930
Total Full-Equivalent Positions	7.0	7.0	7.0	0.0	7.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$627,200, not including employee benefits. This funding level represents a decrease of \$387,650, or 38.2%, from the 2004 Approved Budget Update. The budget change is primarily due to the following: 1) the transfer out of the election expense in 2005, budgeted at \$325,000 in 2004, to a non-departmental account; 2) the elimination of partial funding in the amount of \$17,030 for a Deputy Clerk position, 3) a reduction in various non-personnel services by \$53,130 and 4) offsetting standard inflationary increases in the amount of \$7,510. The non-personnel reductions of \$53,130 will require close monitoring of non-personnel expenditures by the Clerk of Council Office during 2005 and 2006.

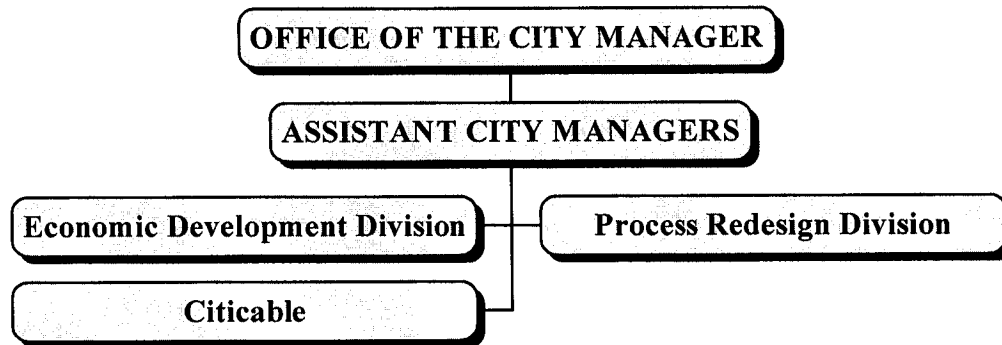
The 2006 departmental budget changes by inflationary increases, but these increases are offset by a \$13,330 reduction to the budget to meet the additional General Fund reductions required for 2006. Specific reductions will be addressed in the 2006 Budget Update process.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 7.0 for 2005 and 2006, which is the same as the 2004 Approved Budget Update.



OFFICE OF THE CITY MANAGER
TELEPHONE #: 513. 352.3243



MISSION

The mission of the City Manager is the overall administration of the day to day business operations of the City that is, providing and maintaining the essential services of the City.

FUNCTION AND DUTIES

The Office of the City Manager is composed of the City Manager, the Economic Development Division (EDD), the Process Redesign Division (PRD), and Enterprise Services.

- **Office of the City Manager**

Executive Branch of the City Government: The execution of the City Council's decisions are the paramount responsibility of the City Manager after the City Council determines policy and overall direction for the City through its legislative measures. Acting in much the same way as chief executive officer of a corporation, the City Manager is concerned about the efficient and cost-effective operation of the City. Citizens require and depend upon the City for services. Among them are fire and police protection, recreational facilities, parks, public health clinics, and trash removal. The City Manager delegates responsibility and coordinates the many tasks performed daily by City employees.

Appointment Authority: In carrying out the responsibilities of fiscal planning and of other areas of City government, the City Manager has the authority to appoint three Assistant City Managers and the heads of Departments with the exception of the three departments overseen by boards and commissions (Parks, Recreation, Health).

- **Economic Development Division**

The Economic Development Division (EDD) was approved by the City Council and established in 2004. The EDD is responsible for the economic development functions citywide and particularly the downtown area.

- **Process Redesign Division**

The program authority for the Process Redesign Division (PRD) was granted by City Council Resolution 16. The PRD supports the delivery of more efficient service to citizens resulting in higher quality and lower costs.

- **CitiCable**

The Cable Communications Division provides public service electronic communication for the City of Cincinnati. CitiCable channel 23 is the government access channel for the City of Cincinnati. CitiCable is available to residents of the City of Cincinnati who subscribe to Time Warner Cable. CitiCable is a 24-hour cable channel that provides "live" coverage and replays of Cincinnati City Council and its Committees and also has a full lineup of meetings and programs.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 1,454,900	\$ 1,759,950	\$ 1,487,220	\$ (272,730)	\$ 1,474,780
Restricted Funds	\$ 331,580	\$ 381,890	\$ 387,480	\$ 5,590	\$ 391,890
Operating Total	\$ 1,786,480	\$ 2,141,840	\$ 1,874,700	\$ (267,140)	\$ 1,866,670
Total With Employee Benefits	\$ 2,040,960	\$ 2,550,850	\$ 2,255,970	\$ (294,880)	\$ 2,247,940
Capital Projects	\$ -	\$ -	\$ 6,350,000	\$ 6,350,000	\$ 3,000,000
Total Full-Time Equivalent Positions	19.0	24.0	23.0	(1.0)	23.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 General Fund Operating Budget totals \$1,487,220, not including employee benefits. This funding level represents a decrease of \$272,730 or 15.5%, from the 2004 Approved Budget Update. The budget change is primarily due to the following decreases: elimination of 2 FTE (1 Administrative Specialist in the amount of \$46,850 and 1 Clerk Typist 2 in the amount \$29,190); elimination of salary for an Administrative Technician in the amount of \$42,220; a total reduction of \$80,040 associated with the elimination of the Flying Pig Marathon, Martin Luther King Coalition, and decreased services for the federal lobbyist; a total reduction of \$38,900 by eliminating memberships in the National League of Cities, Ohio Municipal League, Hamilton County Municipal League and subscriptions, decreases in expert services for the divisions of Economic Development in the amount of \$18,650 and Process Redesign in the amount of \$34,650; a reduction in various non-personnel items in the amount of \$10,200; and a position vacancy adjustment increase of \$24,500. The funding reduction in the federal lobbyist contract will result in no services after Fall 2005.

These reductions are partially offset by standard inflationary increases in the net amount of \$54,470.

Additional General Fund reductions of \$31,600 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

The Recommended 2005 Restricted Funds Budget totals \$387,480, not including employee benefits. This funding level represents an increase of \$5,580, or 1.5% from the 2004 Approved Budget Update. The increase is primarily due to inflationary increases.

The Recommended 2006 Restricted Funds Budget totals \$391,890, not including employee benefits. This funding level represents an increase of \$4,410 or 1.1% from the 2005 Recommended Budget. The increase is primarily due to inflationary increases.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is for 2005 and 2006 is 23.0. An increase of 1 Senior Community Development Analyst to support the Economic Development Division is offset by the elimination of 1 Administrative Specialist and 1 Clerk Typist 2 for a net FTE decrease of 10.

For 2006, the total recommended FTE is 23.0 consistent with 2005.

EXPLANATION OF CAPITAL PROJECTS

Four General Capital projects totaling \$6,350,000 are recommended for 2005 which include Retail/Commercial Opportunities in the amount of \$1,000,000, Downtown Housing Development in the amount of \$650,000, New Hanger Development in the amount of \$1,700,000 and Fountain Square/Fountain Square Garage in the amount of \$3,000,000.

Three General Capital projects totaling \$3,000,000 are recommended for 2006 which include Retail/Commercial Opportunities in the amount of \$1,000,000, Downtown Housing Development in the amount of \$1,000,000 and Fountain Square/Fountain Square Garage in the amount of \$1,000,000.

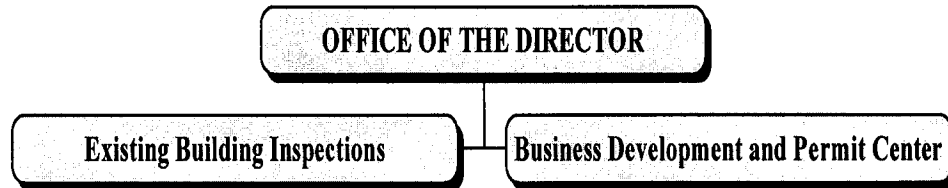
The 2005/2006 Capital Budget recommendations for the City Manager's Office meets the City Council Policy Budget recommendation to support the Economic Development "Strike Force" so that it has enough capacity to operate efficiently.

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DEPARTMENT OF BUILDINGS & INSPECTIONS

TELEPHONE #: 513.352.4306



MISSION

The mission of the Buildings & Inspections (B&I) Department is to protect the health and safety of the citizens by ensuring the quality and integrity of the City's building stock; to promote economic development by maintaining the quality of commercial construction; and to enforce the laws and codes established to further these goals. The City of Cincinnati Department of Buildings & Inspections affirms that the most appropriate manner in which to fulfill its mission is through partnership with the building community, whether private homeowners, commercial developers, or design professionals.

FUNCTION AND DUTIES

B&I is comprised of the Office of the Director, the Existing Building Inspections Division (EBID), and the Business Development and Permits Division (BDPD).

- **Existing Building Inspections Division (EBID):**

The Existing Building Inspections Division is charged with the administration of codes and inspection of existing housing and housing alterations, concentrated code enforcement, zoning code enforcement, elevator inspections, and the demolition and barricading of nuisance buildings. Other activities include inspection of ongoing remodeling and repair of existing residential buildings.

- **Business Development and Permits (BDPD):**

The Business Development and Permits Division (BDPD) is responsible for the issuance of licenses and permits, the inspection of all new construction, alterations, additions, as well as, related plumbing and mechanical work. The duties of BDPD include the examination of plans to ensure that they comply with the requirements of the Zoning Code and the Building Code and the handling of appeals on building and zoning code enforcement. The BDPD Division also staffs the Business Development and Permit Center which opened in 2004. A permit applicant can now expect to have a response on the feasibility of a project in less than 45 minutes.

STRATEGIC DIRECTION

GOALS

- Expand proactive Concentrated Code Enforcement (CCE) Program.
- Evaluate fee schedules and programs to enhance revenue.
- Participation in all Community Problem Oriented Policing (CPOP) activities.
- Enforce and revise newly-adopted Zoning Code to maximize the best quality of life.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Disseminate information about CCE to all City-recognized Community Councils; receive Community Council input relative to areas needing CCE and conduct CCE inspections year-round in all fifty-two neighborhoods every year.
- Work with Budget & Evaluation to enhance the current fee schedule; identify premium services already offered and establish fees for same; and seek fee increase ordinance.
- Improve communications with the Police Department related to CPOP activities.
- Meet with Community Development and Planning to revise new-adopted Zoning Code and continue to enforce the Zoning Code.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 5,252,540	\$ 5,286,840	\$ 5,066,910	\$ (219,930)	\$ 5,021,200
Restricted Funds	\$ 43,050	\$ 44,200	\$ 44,550	\$ 350	\$ 45,440
Operating Total	\$ 5,295,590	\$ 5,331,040	\$ 5,111,460	\$ (219,580)	\$ 5,066,640
Total With Employee Benefits	\$ 6,394,900	\$ 6,776,700	\$ 6,453,820	\$ (322,880)	\$ 6,396,290
Consolidated Plan Projects	\$ 908,280	\$ 914,970	\$ 915,000	\$ 30	\$ 975,540
Capital Projects	\$ 58,000	\$ 83,000	\$ 150,000	\$ 67,000	\$ 150,000
Total Full-Time Equivalent Positions	102.0	99.0	93.0	(6.0)	93.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$5,111,460, not including employee benefits. This funding level represents a decrease of \$219,580 or 4.1% from the 2004 Approved Budget Update. This decrease is primarily attributable to the following budget reductions: 6.0 FTE have been eliminated (3 Inspectors, 1 Secretary, 1 Clerk Typist 3, and 2 part-time Municipal Workers) for total savings of \$257,910. Miscellaneous non-personnel reductions provide additional savings of \$10,640 for total

savings of \$268,550. These reductions are partially offset by standard inflationary increases in other expenditure categories in the amount of \$48,970.

Additional General Fund reductions of \$107,674 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

The Recommended 2005/2006 Operating Budget also includes fee increases within the Buildings and Inspections Department (B&I) related to permits and inspections. Many have not been increased since 1979 and have now been updated to reflect prevailing construction costs and to be comparable with other jurisdictions. Additionally, the recommended budget includes a Landlord Registration fee to provide the resources to operate the Landlord Registration program and to help offset the cost of the housing inspection function. The estimated increase in 2005 General Fund revenues for these increases are:

Per Square Foot Permit Fee	\$230,871
Landlord Registration Fee	\$875,000
Re-inspection Fee	\$424,200
Other B&I Fee Increases	\$180,815

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 93.0 for 2005 and 2006, which is 6.0 FTE less than the 2004 Approved Budget Update. In the General Fund, 3.0 FTE are eliminated in the Housing section, 2.0 FTE are eliminated in the General Buildings Inspections section and 1.0 FTE is eliminated in the Zoning Plans Inspections section.

EXPLANATION OF CAPITAL PROJECTS

One General Capital project in the amount of \$150,000 in 2005 and \$150,000 in 2006 provides funding for the demolition of vacant and abandoned buildings which present a hazard to the health and safety of the public. This funding level is augmented with Consolidated Plan budget resources. See next section.

EXPLANATION OF CONSOLIDATED PLAN PROJECTS

The Recommended 2005 Consolidated Plan budget includes \$915,000 in Community Development Block Grant (CDBG) funding. This includes \$615,000 for the demolition of vacant and abandoned buildings, which present a hazard to the health and safety of the public, and \$300,000 for concentrated code enforcement in low and moderate income neighborhoods.

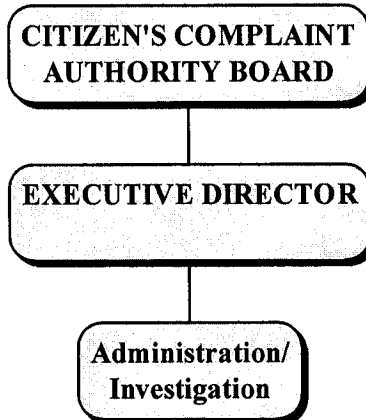
The Recommended 2006 Consolidated Plan budget includes \$975,540 in Community Development Block Grant (CDBG) funding. This includes \$675,540 for the demolition of vacant and abandoned buildings and \$300,000 for concentrated code enforcement in low and moderate income neighborhoods.

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CITIZEN'S COMPLAINT AUTHORITY

TELEPHONE #: 513.352.1600



MISSION

The mission of the Citizen's Complaint Authority (CCA) is to investigate serious interventions by police officers, including but not limited to shots fired, deaths in custody, and major uses of force, and to resolve all citizen complaints in a fair and efficient manner.

FUNCTION AND DUTIES

The CCA has three components: A Board of seven citizens appointed by the Mayor and approved by the City Council, an Executive Director with corresponding support staff, and a team of professional investigators.

STRATEGIC DIRECTION

GOALS

The ultimate goal of the CCA is to implement the provisions set forth in the Collaborative Agreement and the Department of Justice Agreement. CCA investigates serious interventions by Cincinnati police officers including, but not limited to, shots fired, deaths in custody, and major uses of force. The CCA shall review and resolve all citizen complaints in a fair, impartial, efficient, and timely manner. The Mayor has indicated the City's commitment to minimizing the risk of excessive use of force in the Cincinnati Police Department (CPD) and to promoting police integrity. The CCA's primary goal is to respond to this commitment by developing a mutual respectful relationship with the CPD and to review and discuss case flow issues to assure that complaints, excluding criminal investigations, are directed to the CCA in a timely manner.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

The CCA investigates allegations of misconduct by police officers. CCA initiates this effort with the use of a Risk Management System that is shared by CCA and CPD. This System is used to collect and record all uses of force; all critical firearm discharges, both on-duty and off-duty; the number of canisters of chemical spray used by officers; all injuries to prisoners; and more. A necessary component of the CCA is good community outreach. A CCA website has been established to give information to the public such as CCA Board meeting notices, posting of CCA Board meeting minutes, acceptance of online filing of complaints, and acceptance of email from residents. After CCA has conducted investigations on all complaints, they submit a completed CCA investigative report that includes findings and recommendations to the CCA Board with a recommendation for a board hearing. CCA examines complaint patterns of repeat officers and repeat citizen complainants, reviews complaints resolved through the CPD process, and when appropriate directs further investigation through the CCA process.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 560,210	\$ 578,980	\$ 544,700	\$ (34,280)	\$ 536,000
Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Total	\$ 560,210	\$ 578,980	\$ 544,700	\$ (34,280)	\$ 536,000
Total With Employee Benefits	\$ 669,530	\$ 717,300	\$ 680,250	\$ (37,050)	\$ 672,030
Total Full-Time Equivalent Positions	9.7	9.7	9.7	0.0	9.7

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$544,700, not including employee benefits. This funding level represents a decrease of \$34,280 or 5.9% from the 2004 Approved Budget Update. This budget change is primarily due to a reduction of \$4,280 in personnel services based on the current staff salaries; a reduction of \$10,330 for board meetings, which reduced board member stipends by 50%; and miscellaneous non-personnel reductions, which total \$19,670. Miscellaneous non-personnel reductions include training for CCA staff and board members, out-of-town travel, advertising, and Regional Computer Center services. The CCA investigators will receive limited ongoing training to remain knowledgeable on current law enforcement issues and investigative techniques.

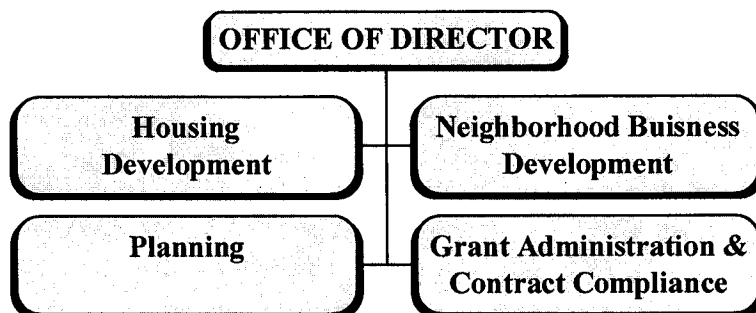
Additional budget reductions of \$11,575 are required in 2006. Actual reductions will be addressed in the 2006 Budget Update process. These reductions are partially offset by standard inflationary increases in the amount of \$2,875.

EXPLANATION OF STAFFING CHANGES

The total recommended Full-Time Equivalent (FTE) staffing is 9.7 for 2005 and 2006, which is the same as the 2004 Approved Budget Update.



COMMUNITY DEVELOPMENT AND PLANNING TELEPHONE #: 513.352.6146



MISSION

To partner in developing vibrant neighborhoods utilizing cutting edge programs and services in a proactive, focused, and customer-friendly manner.

FUNCTION AND DUTIES

- **Housing Development:** Provides support to developers and homeowners for rehabilitation of existing housing and new housing development. Maximizes the use of available local, state, and federal funding in the form of grants, loans, and tax incentives to encourage development of new housing and the retention and improvement of the existing housing stock. Both incentive and gap financing strategies will be used to leverage private investment with public funds.
- **Neighborhood Business Development:** Maximizes the use of available local, state, and federal funding in the form of grants, loans, and tax incentives to encourage economic growth in Cincinnati. The Division brings new sites to the development market with an active Brownfields program and encourages public/private partnerships as a means to spur new development. Provides financial assistance, technical assistance, business coaching, and other services for small businesses starting or expanding in Cincinnati. Examples of frequently used programs include the Community Development Block Grant (CDBG), the HUD 108 Loan Programs, the Ohio Job Creation Tax Credit Program, Small Business Administration (SBA) loans, the Cincinnati Small Business Loan Program, and United States Environmental Protection Agency (USEPA) and/or State of Ohio Brownfields assistance programs. The Division conducts an on-going business retention program to improve the efficiencies of existing firms and encourage their growth and expansion in Cincinnati.
- **Planning:** Administers land use management and control, and provides administrative support to the Historic Conservation Board, which makes recommendations to the City Council and City Administration on local historic districts, individual designations, and other issues affecting the City's historic resources.

- **Grant Administration and Contract Compliance:** Administers various grants relating to human services, public facilities, Emergency Shelter Grant (ESG), youth development and employment programs, as well as, the financial and personnel operations of the Department and reporting accomplishment data for the Department's various programs. Contract Compliance reviews all City contracts for compliance with federal, state, and local regulations regarding equal employment opportunity and prevailing wage requirements.

STRATEGIC DIRECTION

GOALS

HOUSING DEVELOPMENT

- Support current and new home ownership within the City.
- Support rental units and improve the quality of existing housing stock.
- Manage programs that support the homeless and individuals with special housing needs.
- Provide operational and technical assistance to neighborhood development corporations.
- Provide housing support services and housing maintenance services.

NEIGHBORHOOD BUSINESS DEVELOPMENT

- Facilitate retention of jobs and the creation of new employment opportunities.
- Implement the City Council approved capital arts projects.
- Provide financial and technical assistance to small businesses.
- Manage the City's Small Business Enterprise Program.

PLANNING

- Manage land use administration and casework as mandated by the City Charter and the Cincinnati Municipal Code.
- Manage the Historic Review process.
- Improve neighborhood stability and address community issues.

GRANT ADMINISTRATION AND CONTRACT COMPLIANCE

- Implement legally mandated Meet and Confer requirements, State of Ohio prevailing wage requirements, and Equal Employment Opportunity (EEO) and workforce diversity in city construction contracts.
- Conduct an ongoing program of on-site monitoring of contractors to verify compliance with regulatory requirements.
- Administer financial and personnel operations of the Department.
- Report program accomplishment data.
- Provide development and employment opportunities for youth.
- Provide funding to deliver social services for City residents.
- Provide funding for capital improvements to social services agencies.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

The Department of Community Development and Planning is currently undergoing a realignment of programs and processes. The proposed realignment is necessary to provide expanded services, stronger review and oversight of programs, and efficient and effective use of the resources of the Department. The Department has identified planning, housing, neighborhood business development, grant administration, and contract compliance as its core businesses. A management team structure is being put in place to

coordinate the core businesses internally. In addition, a Strike Force of six teams composed of generalists/specialists is being formed to provide better service to the City's neighborhoods. To enhance service delivery the Department is seeking expanded relationships with sub-recipients to improve leveraging of City resources, secure specialized skills and services, and improve cost effectiveness. Workforce Investment Act (WIA) programs have been transferred to the County for improved implementation and administration.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 10,142,400	\$ 9,035,770	\$ 2,873,130	\$ (6,162,640)	\$ 2,848,480
Restricted Funds	\$ 6,831,150	\$ 5,997,250	\$ 1,676,840	\$ (4,320,410)	\$ 1,572,370
Operating Total	\$ 16,973,550	\$ 15,033,020	\$ 4,549,970	\$ (10,483,050)	\$ 4,420,850
Total With Employee Benefits	\$ 17,621,060	\$ 15,839,580	\$ 5,204,560	\$ (10,635,020)	\$ 5,025,410
Consolidated Plan Projects	\$ 21,998,820	\$ 20,233,180	\$ 18,626,830	\$ (1,606,350)	\$ 19,038,750
Capital Projects	\$ 34,030,900	\$ 21,245,000	\$ 5,556,000	\$ (15,689,000)	\$ 5,374,000
Total Full-Time Equivalent Positions	87.2	81.5	61.0	(20.5)	57.0

EXPLANATION OF OPERATING BUDGET CHANGES

The 2005 Recommended General Fund budget for the Department of Community Development and Planning totals \$2,873,130, not including employee benefits. This funding level represents a decrease of \$6,162,640 or 68.2% from the 2004 Approved Budget Update. This decrease results from the elimination of \$4,719,320 in funding for the Human Services Policy (including operating support contracts, personnel expenses for 4.0 FTE positions eliminated and other non-personnel expenses), a reduction of \$244,140 for personnel expenses (net of reimbursements) associated with the elimination of 9.0 FTE General Fund positions (in addition to the 4.0 FTE Human Services Policy funded positions), and the elimination and/or reduction of funding totaling \$1,356,490 for various professional service contracts as listed in Table 1 on the following page. These reductions are partially offset by standard inflationary increases in the net amount of \$157,310.

These reductions and the elimination of 13.0 FTE General Fund positions from the Department's staff complement will result in: enhanced cost-effective program and service delivery through expanded relationships with sub-recipients; improved leveraging of city resources; increased use of specialized services to expand the Department's capacity to manage neighborhood development projects; and eliminate Human Services Policy funding for the Arts Policy Coordinator position in the Recreation Department (this position will be funded from the Arts Policy). Notwithstanding the elimination of the Human Services Policy, the resulting staff complement is consistent with the Department's reorganization plan presented to City Council on September 20, 2004. Of these General Fund positions eliminated, 2.0 FTE will be transferred to CDBG Fund 304.

Human Services Policy (HSP) funding in the 2004 Approved Budget totaled \$4,626,660 (including benefits) and provided \$4,177,690 in operating and program support for 95 agencies in Cincinnati and

\$448,970 for the Department's administrative costs to manage HSP contracts. A list of the 2004 Approved HSP contracts is included as an appendix to this document.

Additional General Fund reductions of \$61,060 are required in 2006. This reduction is offset by inflationary increases in other expenditure categories in the amount of \$36,410. Specific reductions will be addressed in the 2006 Budget Update process.

Table 1

City of Cincinnati				
Recommended 2005 Outside Agency Contracts				
Agency	Project Title	2004 Approved	2005 Recommended	% change 2004 Approved - 2005 Recommended
162	Grassroots Leadership Academy	\$175,000	\$0	-100.0%
162	Neighborhood Support Program (NSP)*	\$735,750	\$371,750	-49.5%
162	The Partnership Center- Continuum of Care	\$0	\$10,000	
162	Greater Cincinnati Film Commission	\$50,000	\$0	-100.0%
162	Partnership for Greater Cincinnati	\$66,000	\$0	-100.0%
162	International Visitors Center	\$15,000	\$0	-100.0%
162	African American Chamber of Commerce	\$135,000	\$0	-100.0%
162	Main Street Ventures	\$100,000	\$0	-100.0%
163	Cincinnati Human Relations Comm.(CHRC)	\$419,440	\$300,000	-28.5%
163	CCY Operating Support	\$811,090	\$577,820	-28.8%
163	CCY Juvenile Delinquency Program	\$20,000	\$14,400	-28.0%
163	CCY Year Round Youth Employment Program	\$14,300	\$11,116	-22.3%
163	Urban League- African American/Appalachian Males	\$100,000	\$0	-100.0%
Totals		\$2,641,580	\$1,285,086	-51.4%
* 2005 Recommended NSP funding includes \$5,000 per neighborhood (\$260,000) and \$111,750 for program administration.				
CINCINNATI ON THE MOVE FUND #382				
162	Riverfront Classic & Jamboree	\$95,000	\$0	-100.0%
162	Inclusion Network	\$20,000	\$0	-100.0%
162	African American Chamber of Commerce	\$15,000	\$0	-100.0%
162	CVB Multicultural Tourism Marketing	\$75,000	\$0	-100.0%
Totals		\$205,000	\$0	-100.0%

The 2005 Recommended Restricted Funds budget totals \$1,676,840, a reduction of \$4,320,410 from the 2004 Approved Budget Update. Due to limited resources, the Department's Parking Meter Fund 303 funding level is reduced by \$43,160 from the 2004 Approved Budget Update. No funding is recommended for the Cincinnati On The Move Fund 382, a reduction of \$205,000 from the 2004 Approved Budget Update. Market Facilities Fund 405 is designated for the operational revenues and expenses of Findlay Market; however, in 2004, operation and management of Findlay Market was transferred, via long term lease, to the Corporation for Findlay Market (CFFM). Under the terms of the lease, all market rental revenue will be collected and held by CFFM for the operation of Findlay Market.

This results in a reduction of \$82,400 in Market Facilities Fund 405 from the 2004 Approved Budget Update. The transfer of grant administration for the Workforce Investment Act (WIA) program from the City to Hamilton County results in the reduction of \$3,993,430 in WIA Fund 464 from the 2004 Approved Budget Update. These reductions are offset by inflationary increases in other expenditure categories in the net amount of \$3,580.

The 2006 Recommended Restricted Funds budget totals \$1,572,370, a reduction of \$104,470 from the 2005 Recommended budget. Recommended funding for CDBG Fund 304 is reduced by \$106,140 from the 2005 Recommended amount to reflect the elimination of 4.0 FTE positions in 2006. This reduction is offset by an increase of \$120 in recommended funding for the Income Tax Infrastructure Fund 302 and an increase of \$1,550 in recommended funding for the Parking Meter Fund 303.

EXPLANATION OF STAFFING CHANGES

The total recommended FTE staffing is 61.0 FTE for 2005, which is 20.5 FTE less than the 2004 Approved Budget Update. The total reduction of 20.5 FTE includes a reduction of 13.0 FTE in the General Fund; 4.0 FTE in the Workforce Investment Act Fund; and a net reduction of 3.5 FTE in the Community Development Block Grant Fund.

For 2006, the total recommended FTE is 57.0, which is 4.0 FTE less than the 2005 Recommended Budget. These reductions are consistent with the Department's reorganization plan presented to City Council on September 20, 2004.

EXPLANATION OF CAPITAL PROJECTS

A total of \$5,556,000 is recommended for seven projects in the General Capital Budget for 2005. These projects include: the Neighborhood Business District (NBD) Support Program; Neighborhood Market Rate Housing; Industrial Cluster Public Improvements; Strategic Program for Urban Revitalization; NBD Public Improvements; Community Redevelopment Focus Districts; and Enterprise Zone Administration.

A total of \$5,374,000 is recommended for eight projects in the General Capital Budget for 2006. These projects include: the Neighborhood Business District (NBD) Support Program; Neighborhood Market Rate Housing; Industrial Cluster Public Improvements; Strategic Program for Urban Revitalization; NBD Public Improvements; Enterprise Zone Administration and Public Improvements; CitiRAMA; and HOME (Home Investment Partnerships Program) Grant Match.

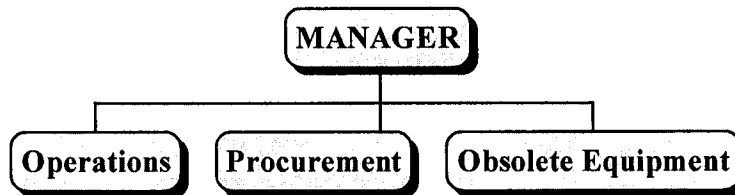
EXPLANATION OF CONSOLIDATED PLAN PROJECTS

The Department's 2005 Recommended Consolidated Plan Budget includes project funding totaling \$18,626,830 for 2005 and \$19,038,750 for 2006. A total of \$12,472,530 in CDBG funding is recommended for 34 projects in 2005 and \$12,969,360 for 30 projects in 2006. A total of \$4,922,999 in HOME funding is recommended for 7 projects in 2005 and \$4,922,999 for 8 projects in 2006. A total of \$596,391 in Emergency Shelter Grant (ESG) funding is recommended for 15 projects in 2005. There are no funding recommendations made by the Human Services Advisory Committee (HSAC) for specific projects in 2006; however, the available funding totals \$596,391. A total of \$634,910 in Housing Opportunities for Persons with AIDS (HOPWA) funding is recommended for 7 projects in 2005. There are no specific project funding recommendations made by the HOPWA Advisory Committee for 2006; however, the available funding totals \$550,000.

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**ENTERPRISE SERVICES
FLEET SERVICES DIVISION
TELEPHONE #: 513.352.3680**



MISSION

The Fleet Services Division of the Department of Enterprise Services provides high quality and efficient motorized equipment services to all City agencies and to customers outside of the City, which contributes to the vitality of the region.

FUNCTION AND DUTIES

The Fleet Services Division's organizational structure is comprised of the Fleet Services Manager and three sections: Operations, Procurement, and Obsolete Equipment.

- **Operations**

The Operations section of the Fleet Services Division is responsible for maintenance and repair of the City's motorized fleet. This section is also responsible for purchasing and dispensing fuel to all of the City's motorized vehicles in compliance with all state and federal regulations.

- **Procurement**

The Procurement section of the Fleet Services Division is responsible for purchasing all new motorized equipment, including the preparation of specification documents for new equipment.

- **Obsolete Equipment**

The Obsolete Equipment section of the Fleet Services Division is responsible for the proper disposal of all obsolete and underutilized equipment, which includes selling equipment when appropriate.

The Fleet Services Division is structured as an Internal Service Fund with its revenues coming from the agencies with City vehicles. Fleet Services maintains General Fund (e.g., Police, Fire, etc.) and Restricted Fund (e.g., Water Works, General Aviation) vehicles.

STRATEGIC DIRECTION

GOALS

The primary strategic goal of the Fleet Services Division is to provide quality efficient automotive services, at the best possible price, for the City's fleet and other motorized equipment.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

In 2004, the Fleet Services Division replaced its automotive parts section with an automotive parts store that is privately operated within the Fleet Service facility. The vendor is able to procure automotive parts much more quickly than the Fleet Services Division's "in-house" section, thereby reducing "down time" for equipment that is being repaired. Additionally, decreased costs are anticipated from the vendor's ability to procure parts more economically through volume discounts.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
Internal Service Funds	\$ 11,214,450	\$ 11,985,100	\$ 11,464,050	\$ (521,050)	\$ 11,740,510
Debt Service	\$ 210,980	\$ 210,980	\$ 210,980	\$ -	\$ 210,980
Total With Employee Benefits	\$ 12,371,830	\$ 13,469,020	\$ 12,849,790	\$ (619,230)	\$ 13,145,690
Capital Projects	\$ 6,014,800	\$ 6,104,100	\$ 6,133,200	\$ 29,100	\$ 5,887,100
Total Full-Time Equivalent Positions	85.0	84.0	76.0	(8.0)	76.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$11,464,050, not including employee benefits, debt service, and General Fund overhead. This funding level represents a decrease of \$521,050 or 4.4% from the 2004 Approved Budget Update. This decrease is attributable to net personnel savings of \$297,500 primarily from the elimination of 8.0 Full-Time-Equivalent (FTE) positions. Non-personnel reductions total \$223,550, which are mostly related to decreases in anticipated expenses for automotive parts and automotive services performed by outside companies (e.g., transmission replacement).

The Recommended 2006 Operating Budget totals \$11,740,510, not including employee benefits, debt service, and General Fund overhead. This recommendation represents an increase of \$276,460 or 2.4% when compared to the Recommended 2005 Operating Budget, which is attributed to standard inflationary increases.

EXPLANATION OF STAFFING CHANGES

The total recommended (FTE) staffing is 76.0 in 2005 and 2006, which is 8.0 FTE less than the 2004 Approved Budget Update. Outsourcing parts management at the Fleet Services Division results in the

elimination of three Storekeeper positions (3.0 FTE), one Stockhandler position (1.0 FTE), and one Accounting Technician 3 position (1.0 FTE). Two Automotive Mechanic positions (2.0 FTE) are also eliminated as a result of fleet maintenance services being discontinued at Police districts. One Automotive Mechanic Crew Chief position (1.0 FTE) is eliminated due to operating efficiencies.

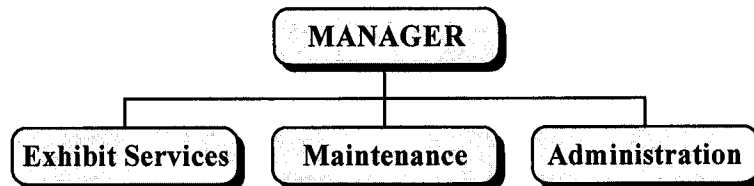
EXPLANATION OF CAPITAL PROJECTS

The Fleet Services Division has one capital project in 2005 and 2006: Fleet Replacements. The recommendation for this project is \$6,133,200 and \$5,887,100 in 2005 and 2006, respectively. This project supports the replacement of large motorized equipment for General Fund agencies. The equipment replacement plan in 2005 and 2006 calls for 115 police cars, 80 administrative cars, 20 pick-up trucks, 20 vans, 14 garbage trucks (packers), seven ambulances, and various other motorized equipment.

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**ENTERPRISE SERVICES
CINERGY CENTER DIVISION
TELEPHONE #: 513.352.3750**



MISSION

The Cinergy Center contributes to the economic growth and stability of Cincinnati by providing a facility to host international, national, and regional conventions and trade shows as well as public expositions and other meetings.

FUNCTION AND DUTIES

The Cinergy Center is comprised of three sections: Exhibit Services, Maintenance, and Administration.

- **Exhibit Services**

This section of the Cinergy Center is responsible for providing the following services to customers who bring their exhibits and/or functions to the Cinergy Center: labor, booth cleaning, security services, electric, and telecommunications services.

- **Maintenance**

This section of the Cinergy Center is comprised of carpenters and electricians who are responsible for maintaining the Center and its equipment. Additionally, utility crews in this section provide housekeeping and set-up services for meeting rooms.

- **Administration**

This section of the Cinergy Center schedules events, and manages all purchasing contracts, customer agreements, and other administrative functions. This section is also responsible for working with the Greater Cincinnati Convention and Visitors Bureau to help promote the City and the Center to national and international organizations and trade shows.

STRATEGIC DIRECTION

GOALS

The primary strategic goal of the Cinergy Center is to maximize the use of space during the expansion and renovation project while ensuring the project is completed on time. Other strategic goals include delivering the highest quality customer service and negotiating a new food service contract during 2005.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

Most of the construction for the expansion and renovation of the Cinergy Center will take place in 2005. Appropriate staff have been assigned to assist the Expansion Project Team in maximizing available space for exhibitions/meetings during construction and to ensure that the project is completed on time. Special attention will be given to controlling costs during construction, especially energy and personnel costs. To maintain customer satisfaction, the target for customer surveys will be a satisfaction rating of 4.5 or higher out of 5 in 2005. Additionally, the management staff at the Cinergy Center will pursue a new food service contract in 2005 to achieve the highest commission rates and a cash contribution to be used for future capital maintenance of the Center.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 4,324,520	\$ 3,877,350	\$ 2,841,860	\$ (1,035,490)	\$ 2,340,170
Operating Total	\$ 4,324,520	\$ 3,877,350	\$ 2,841,860	\$ (1,035,490)	\$ 2,340,170
Total With Employee Benefits	\$ 4,890,790	\$ 4,487,750	\$ 3,483,710	\$ (1,004,040)	\$ 3,000,000
Total Full-Time Equivalent Positions	78.4	78.4	78.4	0.0	78.4

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$2,841,860, not including employee benefits and General Fund overhead. This funding level represents a decrease of \$1,035,490, or 26.7% from the 2004 Approved Budget Update. This decrease is primarily related to personnel reductions of \$125,000 in part-time salaries for carpenters, nurses, and municipal workers who will not be needed while the Center is under renovation. Also, several full-time positions will be held vacant resulting in a personnel decrease of \$203,550. Other salary and wage reductions total \$52,430. Utility costs have been reduced by \$300,000 due to fewer planned events at the facility and maintenance expenses have been reduced by \$75,000 while the facility is under renovation. Approximately \$80,000 has been deducted from the budget for operating materials and supplies such as paints and construction equipment normally used for event displays. Other miscellaneous non-personnel reductions for items such as security and temporary services total \$208,000. The Operating Budget will also be reimbursed \$150,000 from the expansion and renovation capital project for some personnel expenses and utility costs. An increase of \$58,000 is

recommended for insurance costs for the Convention Facilities Authority. These budget adjustments are partially offset by standard inflationary increases of \$100,490 in other expenditure categories.

The Recommended 2006 Operating Budget totals \$2,340,170, not including employee benefits and General Fund overhead. This recommendation represents a decrease of \$501,690, or 17.7% when compared to the Recommended 2005 Operating Budget. This reduction is attributed to the current schedule of events at the Center for 2006. Operating expenses will be adjusted when additional information about events at the renovated facility becomes available in early 2005.

EXPLANATION OF STAFFING CHANGES

The total recommended Full-Time Equivalent (FTE) staffing is 78.4 for 2005 and 2006, which is the same as the 2004 Approved Budget Update.

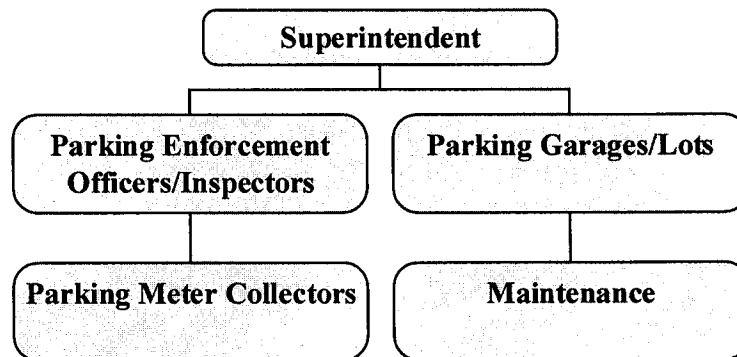
EXPLANATION OF CAPITAL PROJECTS

The Cinergy Center does not have a capital budget for 2005/2006. The Convention Facilities Authority (CFA), along with the City, Hamilton County, and the private sector, has funded the ongoing expansion and renovation of the Cinergy Center and resources from the Convention Center Fund are not used for the project. The City of Cincinnati is responsible for managing the project. The CFA was established on March 6, 2002 and is governed by an 11-member board of directors comprised of representatives appointed by the Hamilton County Board of Commissioners, the Mayor of Cincinnati, and the mayors of the remaining municipal corporations within Hamilton County.

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**ENTERPRISE SERVICES
PARKING FACILITIES DIVISION
TELEPHONE #: 513.352.1902**



MISSION

The mission of the Parking Facilities Division of the Department of Enterprise Services is to promote a healthy downtown and local economy by providing professional facility management of the City's parking assets.

FUNCTION AND DUTIES

The Parking Facilities Division is comprised of four sections: Parking Enforcement Officers/Inspectors; Parking Meter Collectors; Parking Garages/Lots; and Maintenance.

- **Parking Enforcement Officers/Inspectors:**

This section of the Parking Facilities Division is responsible for equitably enforcing all non-moving violations within the City. This section also strives to maintain turnover at parking meters and provide excellent enforcement service to all neighborhoods in an effort to reduce the number of abandoned vehicles and blocked driveways. It should be noted that the Recommended 2005 Operating Budget includes increases in parking violation fines. This increase is described in the City Manager's budget message.

- **Parking Meter Collectors:**

This section of the Parking Facilities Division is responsible for the efficient collection of money from all on-street parking meters and to execute this responsibility in a manner that enables meters to be used effectively.

- **Parking Garages/Lots:**

This section of the Parking Facilities Division efficiently operates City-owned parking garages and lots to provide valued customer service at a price that helps the vitality of retailers and business owners.

- **Maintenance:**

This section of the Parking Facilities Division provides clean parking facilities for our customers and maintains facilities that are structurally safe.

STRATEGIC DIRECTION

GOALS

The primary strategic goal of the Parking Facilities Division is to continue the implementation of automated parking services throughout the City. Capital improvements to parking garages (e.g., new elevators, stairs, and lighting) remain an ongoing strategic goal to keep facilities modern and attractive. Maintaining a cost-effective parking system is critical so that economical parking options are available to citizens and visitors.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

Expanding “pay and display” automated machines in the downtown area will reduce the number of parking meters downtown, thereby reducing maintenance costs. The “pay and display” machines will replace every 10 parking meters with one new machine, which will also make downtown sidewalks and curbs less cluttered and more attractive. “Pay-on-foot” technology will be deployed in some downtown garages, making egress more efficient for customers who will be able to quickly pay for parking with a credit card. Parking Enforcement Officers will be issuing parking tickets from hand-held computer devices, rather than hand-written reports, which will improve revenue collection and make enforcement more efficient.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 5,205,860	\$ 5,655,280	\$ 6,047,620	\$ 392,340	\$ 6,174,960
Operating Total	\$ 5,205,860	\$ 5,655,280	\$ 6,047,620	\$ 392,340	\$ 6,174,960
Debt Service	\$ 1,253,830	\$ 2,480,130	\$ 1,376,830	\$ (1,103,300)	\$ 1,376,830
Total With Employee Benefits	\$ 7,166,070	\$ 9,168,440	\$ 8,439,510	\$ (728,930)	\$ 8,595,120
Capital Projects	\$ 1,090,000	\$ 925,000	\$ 510,000	\$ (415,000)	\$ 835,000
Total Full-Time Equivalent Positions	73.8	82.8	80.8	(2.0)	80.8

EXPLANATION OF OPERATING BUDGET CHANGES

The 2005 Recommended Operating Budget totals \$6,047,620, not including employee benefits, debt service, and General Fund overhead. This funding level represents an increase of \$392,340 or 6.9% over the 2004 Approved Budget Update. This increase is primarily attributable to additional operating expenses for the new parking garage at Vine and Central Parkway, which is expected to open in March 2005. The new expenses are expected to be \$308,000 to cover salaries, supplies, insurance, electric and security services, and other miscellaneous expenses. The Recommended 2005 Operating Budget also changes by inflationary increases in other expenditure categories.

The recommended 2006 Operating Budget totals \$6,174,960, not including employee benefits, debt service, and General Fund overhead. This recommendation represents an increase of \$127,340 or 2.1% when compared to the Recommended 2005 Operating Budget, which is attributed to standard inflationary increases.

EXPLANATION OF STAFFING CHANGES

The total recommended Full-Time Equivalent (FTE) staffing is 80.8 in 2005 and 2006, which is 2.0 FTE less than the 2004 Approved Budget Update. This reduction represents the elimination of one full-time parking attendant position at the Town Center Garage and one full-time parking attendant position at the 3rd and Central parking lot. Both facilities have partially migrated to automated services and are now staffed by part-time parking attendants.

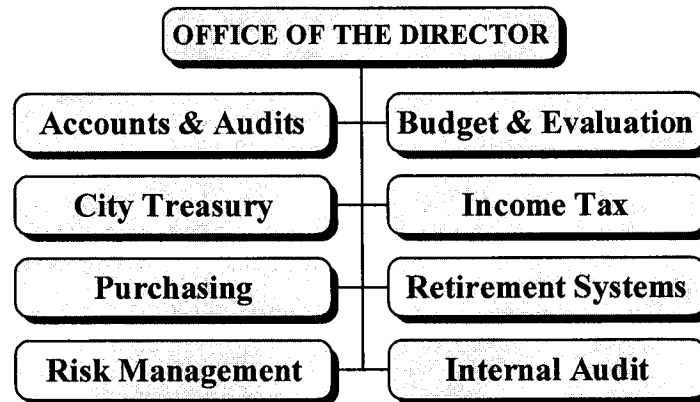
EXPLANATION OF CAPITAL PROJECTS

Capital projects totaling \$510,000 in 2005 and \$835,000 in 2006 will support the strategic goals of the Parking Facilities Division. The Structural Maintenance and Repair project will provide lighting and surface/wall repair to parking garages. The Parking Revenue Control Enhancements project will support software for “pay-on-foot” upgrades at garages, and the Equipment Replacement project will support the hardware associated with the software “pay-on-foot” upgrades (e.g., gates, ticket spitters, etc.)

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DEPARTMENT OF FINANCE
TELEPHONE #: 513.352.3731



MISSION

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: Accounts & Audits, Budget and Evaluation, City Treasury, Income Tax, Internal Audit, Purchasing, Retirement System, and Risk Management.

FUNCTION AND DUTIES

- **Office of the Director:** This Division provides direction and support to all divisions of the department, and serves as the administrative liaison to the Finance Committee of City Council. It is responsible for making all revenue estimates, executes bond/note sales at the lowest interest cost under prevailing market conditions, and maintains satisfactory relations with the bond rating agencies and underwriters.
- **Accounts and Audits:** This Division maintains the records on the financial position of each of the City's nearly 230 funds, monitors annual expenditures assuring that expenditures are within available resources, and assures acceptance of the City's fund accounting system by Federal, State, and independent auditors. The Division prepares the City's Comprehensive Annual Financial Report and coordinates the preparation of the annual Cost Allocation Plan and indirect cost rates for Federal grants. It is responsible for the disbursement of payments to vendors, bi-weekly payroll, maintaining records regarding unemployment benefits paid to former employees, monitoring compliance with the appropriation/spending requirement of the infrastructure tax levy, and maintenance of the financial system. It is also the custodian of all-official bonds, deeds, and contracts of the City.
- **Budget and Evaluation:** This Division is responsible for budget development, budget monitoring, policy research, assisting in performance management, and the general administration of the programs funded by the U.S. Department of Housing and Urban Development, Community

Development Block Grant (CDBG), HOME (Home Investment Partnerships Program), the Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) Grant.

- **City Treasury:** This Division is responsible for the collection, custody, and disbursement of the City's funds. It is responsible for implementing the City's Investment Policy. The Division issues City business licenses, audits cash handling of City agencies, and administers the admission tax, transient occupancy tax, and investment of City funds. It is responsible for the record keeping for all municipal bonds and notes issued by the City and for counting and depositing all parking meter revenues collected in the City. The Division is also responsible for maintaining relationships with banks and broker/dealers.
- **Income Tax:** This Division collects and receives the income tax imposed by Chapter 311 of the Cincinnati Municipal Code in the manner prescribed, keeps an accurate record thereof, and reports all monies received. The Division enforces payment of all income tax owed to the City of Cincinnati. It keeps accurate records for a minimum of five years that shows the amount due from each taxpayer that is required to file a declaration or make any return, including a return of taxes withheld, and show the dates and amounts of payments thereof.
- **Internal Audit:** This Division is responsible for performing operational/performance audits. It reports to the Internal Audit Committee and the Finance Director. The Division examines and evaluates the effectiveness and efficiency of management controls in all City departments, and independent boards and commissions. The Administrative Code also grants access to all City functions, records, property, and personnel necessary to achieve operational/performance audit objectives. The Division identifies and recommends to management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.
- **Purchasing:** This Division assists all City agencies in the procurement of materials, supplies, equipment, and services using appropriate management and best practices techniques, lowest and best price policy implementation, training, and monitoring of purchases in accordance with City of Cincinnati Municipal Code and State statutes. It is also responsible for City Stores and Printing Services functions.
- **Retirement System:** This Division maintains enrollment of non-uniform employees in the Cincinnati Retirement System, provides pre- and post-retirement counseling, processes pension payroll, processes and keeps records of Retirement System Loans, maintains coordination of the two deferred compensation programs, and provides reports to the Police and Fire Disability Pension Fund and the Public Employees Retirement System of Ohio for City employees. It also provides staff support to the Retirement System Board.
- **Risk Management:** This Division administers the City's self-insured worker's compensation program, self-insured health care program, property and casualty insurance program, IWP (injury with pay) program, and other employee benefit programs such as dental and vision, flexible spending benefits, and COBRA (Consolidated Omnibus Budget Reconciliation Act) coverage. In addition, the Division administers the Citywide Employee Safety Program and Environmental Management Program. This Division also manages the Employee Health Service/Occupational Health Clinic, which is responsible for treating and tracking City employees injured on the job.

STRATEGIC DIRECTION

GOALS

- accurate and timely financial reporting
- safe investing of public funds
- collection of all income tax revenue
- accurate forecasting of revenue and expenditures
- informative and timely budget development
- maintenance of adequate fund balances
- maintenance of city bond rating
- maintenance of retirement benefits
- adequate internal controls
- control risk of financial loss
- fair and efficient procurement
- staff development

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Provides monthly reports to the Mayor and the City Council that show the financial position of each appropriated fund with respect to cash, revenue, and expenditures/encumbrances.
- Maintain a ladder investment portfolio consistent with the City's Investment Policy.
- Implement legislation approved for the electronic payment of taxes and W-2 submissions for large employers.
- With the assistance of the econometric consultant, develop estimates for income tax, property tax, other selected revenue, as well as inflation increase factors for selected expenditures.
- Prepare and submit recommended budgets that conform to Government Finance Officers Association budget presentation criteria.
- Prepare and submit balanced recommended budgets to the City Manager in accordance with the annual budget schedule.
- Develop and present financial information that reflects the City's strong financial position and prudent debt management.
- Complete the Asset/Liability Study that will establish an asset allocation strategy, risk tolerance, and an active/passive asset management risk level.
- Identify and control hazards to employee safety, provide information and training to departments to mitigate employee injuries, provide technical assistance to departments to control loss of work days, and support the timely processing of claims.
- Attend at least one training event per year for staff development.

- Develop and annually update a Risk Assessment for City government.
- Implement the AMS Advantage 3 Cincinnati Financial System upgrade.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 8,225,290	\$ 8,294,040	\$ 6,643,280	\$ (1,650,760)	\$ 6,556,080
Restricted Funds	\$ 2,047,740	\$ 2,064,750	\$ 2,258,910	\$ 194,160	\$ 2,126,690
Operating Total	\$ 10,273,030	\$ 10,358,790	\$ 8,902,190	\$ (1,456,600)	\$ 8,682,770
Total With Employee Benefits	\$ 11,717,550	\$ 12,253,640	\$ 10,634,840	\$ (1,618,800)	\$ 10,411,720
Internal Service Funds	\$ 3,744,720	\$ 3,857,420	\$ 3,830,670	\$ (26,750)	\$ 3,922,270
Consolidated Plan Projects	\$ 50,000	\$ 15,000	\$ 15,000	\$ -	\$ 15,000
Capital Projects	\$ 967,100	\$ 528,000	\$ 791,000	\$ 263,000	\$ 190,000
Total Full-Time Equivalent Positions	179.0	181.8	169.3	(12.5)	169.3

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$8,902,190, not including employee benefits. This funding level represents a decrease of \$1,456,600 or 14.1% from the 2004 Approved Budget Update. This reduction is primarily attributable to the transfer of \$995,070 in Hamilton County Treasurer and audit fees, County Clerk fees, and annual audit and examiner fees to a non-departmental account. After considering the transfer, the Recommended 2005 Operating Budget decrease is 9.0% from the 2004 Approved Budget Update. Additional net reductions of \$655,690 and 12.5 FTE in the General Fund are associated with the budget reductions as described below:

- **Office of the Director:** A reduction in non-personnel services in the amount of \$30,680 for expert services related to financial advisory and credit rating services in relation to the City's debt financing will limit the Finance Department's ability to provide departmental supervision, to obtain services from the City's financial advisor and credit rating services.
- **Accounts & Audits:** Accounts & Audits will eliminate 1.0 FTE Supervising Accountant position for an amount of \$77,520 and reduce to part-time (0.5 FTE) a Senior Accountant for an amount of \$33,220.
- **Budget & Evaluation:** Budget & Evaluation will eliminate 1.0 FTE Senior Management Analyst position for an amount of \$45,030 and reduce miscellaneous non-personnel costs which total \$45,000. Budget & Evaluation will eliminate its planned replacement of desktop computers and computer peripherals and reduce expert services used to support the General Fund forecast for 2005.
- **City Treasury:** The City Treasury will eliminate 1.0 FTE Management Analyst position for an amount of \$42,980 and will eliminate the third collection notice for parking violators for an amount of \$18,000.

- **Income Tax Division:** The Income Tax Division will eliminate 6.0 FTE (4 Clerk 2 positions and 2 Accountant positions) for a total amount of \$240,860 and reduce printing services, temporary personnel services and Regional Computer Center support for an amount of \$76,080.
- **Internal Audit:** The Internal Audit Division will eliminate 1.0 FTE Senior Internal Auditor position by an amount of \$45,000.
- **Purchasing:** The Purchasing Division will eliminate 2.0 FTE to meet budget reductions in 2005. This includes the elimination of one Administrative Specialist position for an amount of \$55,740 and one Clerk Typist 3 position for an amount of \$31,910.

These budget increases are partially offset by an inflationary increase of \$86,330.

Additional General Fund budget reductions of \$141,173 are required in 2006. Actual reductions will be addressed in the 2006 Budget Update process.

The recommended 2005 Restricted Funds Operating Budget increased by \$194,160. This increase is primarily attributable to a \$200,800 increase in non-personnel (expert services and debt service) in the Bond Retirement Fund and other personnel and non-personnel reductions of approximately \$6,640 in the Community Development Block Grant Fund.

The recommended 2006 Restricted Funds Operating Budget decreased by \$132,220. This decrease is primarily attributable to a \$140,900 decrease in non-personnel (debt service) in the Bond Retirement Fund and other non-personnel increases of approximately \$8,680 in Parking Services, Income Tax Infrastructure and Community Development Block Grant Fund.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 169.3 for 2005 and 2006, which is a decrease of 12.5 FTE from the 2004 Approved Budget Update. In the General Fund, 4.0 FTE Clerk 2 positions and 2.0 FTE Accountant positions are eliminated in the Income Tax Division. The Purchasing Division is eliminating 2.0 FTE for an Administrative Specialist and a Clerk Typist 3. In the Internal Audit Division, 1.0 FTE Senior Internal Auditor position is eliminated. In the Treasury Division, 1.0 FTE Senior Management Analyst position is eliminated. In the Accounts & Audits Division, 1.0 FTE Supervising Accountant position (pending 2005 retirement) is eliminated and 0.5 FTE Senior Accountant position is eliminated. In the Budget and Evaluation Division, 1.0 FTE Senior Management Analyst position is eliminated (pending 2005 retirement).

EXPLANATION OF CAPITAL PROJECTS

The 2005 Recommended Capital Budget for the Finance Department includes seven Capital projects totaling \$791,000. Recommended funding includes \$75,000 for a Check Printing and Electronic Payments System Project, and five Risk Management Division projects totaling \$266,000, including Center Hill Gas & Leachate in the amount of \$100,000, Environmental Management System & Regulatory Compliance in the amount of \$41,000, Emergency Environmental Cleanup in the amount of \$20,000, Underground Storage Tanks in the amount of \$20,000, and Woodburn Remediation in the amount of \$85,000. The AMS-CFS Procurement Software Upgrade project is recommended for \$450,000.

The 2006 Recommended Capital Budget includes four General Capital projects totaling \$190,000, which are all in the Risk Management Division. The projects include Center Hill Gas & Leachate in the amount of \$100,000, Environmental Management System & Regulatory Compliance in the amount of \$50,000, Emergency Environmental Cleanup in the amount of \$20,000, and Underground Storage Tanks in the amount of \$20,000.

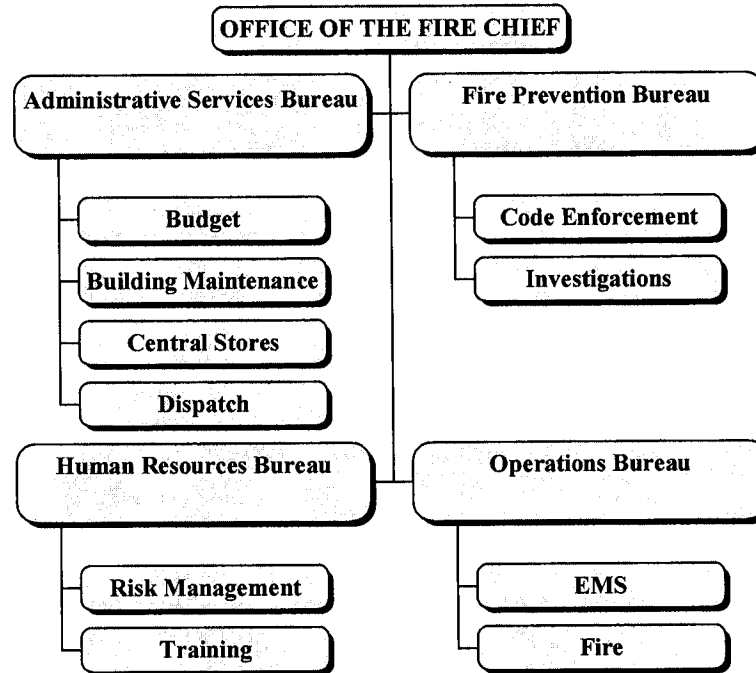
The 2005/2006 Capital Budget recommendations for the Finance Department meet the City Council Policy Budget recommendation to continue to invest in comprehensive cost-saving technology that will enable the City to run more efficiently.

EXPLANATION OF CONSOLIDATED PLAN PROJECTS

The Finance Department has one Consolidated Plan project for the 2005/2006 biennium. This project is the Earned Income Tax Credit Outreach and Financial Literacy project funded at \$15,000 each year.



DEPARTMENT OF FIRE
TELEPHONE #: 513.352.6220



MISSION

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.

FUNCTIONS AND DUTIES

The Cincinnati Fire Department is comprised of the Office of the Fire Chief, the Administrative Services Bureau, the Fire Prevention Bureau, the Human Resources Bureau, and the Operations Bureau.

- **Office of the Fire Chief:**

The Fire Chief's Office is responsible for fiscal and budgetary management, information systems, performance monitoring, long term planning, and disaster management (including domestic preparedness for terrorism).

- **Administrative Services Bureau:**

The Administrative Services Bureau is responsible for fire dispatch, hydrants, facilities and equipment maintenance, and central stores.

- **Fire Prevention Bureau:**

The Fire Prevention Bureau is responsible for code enforcement and investigations. The Fire Prevention Bureau also handles environmental crimes, fire investigations, fire and hazardous materials code enforcement, and the juvenile firesetter program.

- **Human Resources Bureau:**

The Human Resources Bureau is responsible for internal investigations, risk management, recruiting, and training.

- **Operations Bureau:**

The Operations Bureau is responsible for fire suppression and Emergency Medical Services (EMS). Other responsibilities of the Operations Bureau include the handling of hazardous materials and special responses from 4 districts (26 fire houses, 12 of the 26 engine companies are paramedic engine companies, 13 ladder companies, 1 heavy rescue unit, 4 advanced life support transport units, 6 basic life support transport units, 2 fire boats, 1 rescue/EMS boat, 2 super foamer trucks, 1 aircraft rescue firefighting vehicle).

STRATEGIC DIRECTION

GOALS

The Fire Department has identified the following five key strategic goals:

- Enhance Customer Services
- Promote Diversity
- Increase Productivity
- Improve Community Safety
- Increase Firefighter Safety

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- **Enhance Customer Service:**

Spanish language training which includes fire suppression/EMS personnel, fire investigators, fire alarm dispatchers and administrative staff.

- **Promote Diversity:**

Implement change in the age of appointment from 31 to 36 years of age. This will allow the department access to a larger, more diverse pool of qualified applicants for its recruit class beginning in December 2004 and beyond.

- **Increase Productivity:**

As approved by the City Council on June 23, 2004, a comprehensive organizational and managerial review of the Fire Department will be conducted by an outside consultant. The outside consultant will then make recommendations for subsequent operational, managerial, and procedural changes that will consider the recommendations outlined in the Line of Duty Death Report.

Purchase handheld computers for EMS personnel to record additional information on emergency medical trauma runs. This will eliminate redundancy of processing, and meet requirements of Ohio's trauma reporting system. This should result in improved patient care and better quality information to support the EMS billing system.

Conduct a Fire Recruit Class of 30 beginning in December 2004. Candidates will participate in a 24-week course that includes training in fire suppression, emergency medical services, and other related fire management subjects.

Begin testing upgrades to the 800 MHz radio system. This upgraded communications system will provide a 20-channel trunking radio system that will increase interoperability among all Hamilton County emergency response agencies, as well as increase effectiveness of radio communications and data transmission capabilities for City departments.

During 2005 a comprehensive review of the Fire Department's fees charges (including fire permits and inspections) will be conducted.

- **Improve Community Safety**

Serve as liaison on matters of homeland security, including training; coordination with regional, state and national public safety officials; and devise, implement, monitor and evaluate the City's readiness plans.

Expand the "Shelter-In-Place" program for private and parochial schools due to the success of the program in Cincinnati Public Schools. This program is designed to assist school administrators on how to best protect students in the event of a chemical or biological release or other related emergencies.

Stringent code enforcement through participation in community problem oriented policing (CPOP) teams and code enforcement response teams (CERT), public nuisance hearings, and building inspections.

Enhance public education and outreach programs through more demonstrations and prevention programs on topics such as high rise buildings drills, puppet shows, and use of the fire "safe house" for children. There will also be meetings with manufacturers on safety issues regarding hazardous materials.

Participate in Public Nuisance Hearings, including documenting the status of properties, preparing reports, and providing testimony.

Monitor Hazard Abatement Programs administered by the Cincinnati Public Schools, Archdiocese schools, and private schools, to address specific life safety problems such as unreported fires and fire code violations.

Participate in meetings with University of Cincinnati management and safety officials, architects, and designers to review building plans for new construction and renovation of existing structures, in order to ensure compliance with fire code.

Attend monthly meetings on chemical company safety issues associated with the manufacture and storage of hazardous chemicals. The Cincinnati Fire Department, St. Bernard Fire Department, Local Emergency Planning Committee representatives and the chemical companies perform periodic cooperative drills to test the coordination and effectiveness of emergency response action plans.

Conduct high-rise building emergency response planning, evacuation drills, and training sessions for building personnel on different emergency scenarios.

Continue to work with the Elevator Section of the Building and Inspections Department to inspect and ensure compliance with Ordinance 257.

Conduct the "Safe Summer Nights" program again this year. Through this program the Department distributes smoke detectors, and replaces smoke detector batteries throughout the City from May through September. Target populations include single-family residences, the elderly, children, and the hearing impaired.

Explore ways to enter into automatic mutual aid agreements with Anderson and Sycamore Townships for fire and EMS response. Once accomplished, this arrangement will provide joint response and coverage for all participating jurisdictions, as the closest responder will arrive to an emergency.

- **Increase Firefighter Safety:**

Continue the firefighter Health and Wellness program. This program will provide a holistic and comprehensive multifaceted fitness and wellness program for firefighters.

Another component of this program is community outreach, in which youth will be educated on the dangers of poor health and fitness habits. A network of peer trainers will support and conduct a program called "Fit for Kids" which targets high school aged youth.

Implement flashover training for firefighters. This is a new, but critical initiative, as it will teach firefighters to recognize when conditions inside a fire structure could lead to a flashover, which is an imminently dangerous situation that could cause loss of life or limb.

Purchase replacement of air-breathing equipment, and retrofit some existing self-contained breathing apparatus for firefighters responding to fires and hazardous materials incidents.

Test new firefighter personal protective equipment to ensure it meets national standards for safety and equipment integrity.

Develop plan to provide more training resources, without adversely affecting overtime costs and budget limitations.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 54,987,660	\$ 58,344,000	\$ 60,597,780	\$ 2,253,780	\$ 60,544,000
Restricted Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Total	\$ 54,987,660	\$ 58,344,000	\$ 60,597,780	\$ 2,253,780	\$ 60,544,000
Total With Employee Benefits	\$ 74,137,620	\$ 78,956,380	\$ 81,990,100	\$ 3,033,720	\$ 81,915,210
Capital Projects	\$ 1,145,000	\$ -	\$ 753,200	\$ 753,200	\$ 574,000
Total Full-Time Equivalent Positions	848.8	852.6	828.0	(24.6)	828.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$60,597,780, not including employee benefits. This funding level represents an increase of \$2,253,780 or 3.9% over the 2004 Approved Budget Update. The budget change is due to the following: inflationary net increases of \$1,581,620, an increase of \$378,600 in lump sum payments due to changes in projected sworn strength retirements, an increase of \$331,710 in overtime pay based on a three-year average of 2000 through 2003 actual overtime, an increase of \$262,500 for fleet repairs and maintenance, an increase of \$131,790 for increased fuel costs, an increase of \$77,790 to backfill the overtime detail of Local 48 President, an increase of \$393,590 in sworn staffing costs, an increase in the cost of Fire boots within the normal replacement cycle of \$31,960, and increased funding for Emergency Medical Technician Training of \$13,530. These increases are partially offset by the following decreases: the elimination of the non-personnel inflationary increase of \$162,450 for 2005, a reduction of \$786,850 for the elimination of 31 positions (23.6 FTE) associated with the Cadet Program, and the elimination of 1.0 FTE associated with the Weapons of Mass Destruction Administrative Specialist position.

The primary service impact associated with the elimination of the cadet program would involve the reduction of several fire prevention services provided by the cadets. The cadets are instrumental in the elementary school "safe house" training. The cadets also assist with "Safe Summer Nights", which distributes smoke detectors to various Cincinnati communities. The cadets also distribute notices and smoke detectors to citizens. It should be noted that the Cadet Program was discontinued in September 2004 to address the department's 2004 budget gap. The elimination of the cadet program would result in total savings of \$786,850.

The Weapons of Mass Destruction Administrative Specialist provided administrative support for the Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) group. This position worked with a consultant, and City and County officials on the implementation of the Emergency Operations Center (EOC) and coordinated the City's Weapons of Mass Destruction (WMD)/Homeland Security capital improvement projects. This position also assisted with the coordination of various outside training venues in connection with Metropolitan Medical Response Team (MMRS)/Regional Medical Response Team (RMRS) and CBRNE/WMD related topics as well as provided Citizens Corp Council training assistance. The job functions previously performed by this position will be redistributed to existing

administrative staff. The elimination of the WMD Administrative Specialist was fully reimbursed by grant funding, which is not available in 2005 or 2006.

Additional General Fund reductions of \$1,287,728 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 828.0 for 2005 and 2006, which is 24.6 FTE less than the 2004 Approved Budget Update. This decrease includes the elimination of 1.0 FTE for a Weapons of Mass Destruction Administrative Specialist position previously reimbursed by grant funding and 23.6 net FTE (30 Clerk 1 positions) associated with the Cadet Program.

EXPLANATION OF CAPITAL PROJECTS

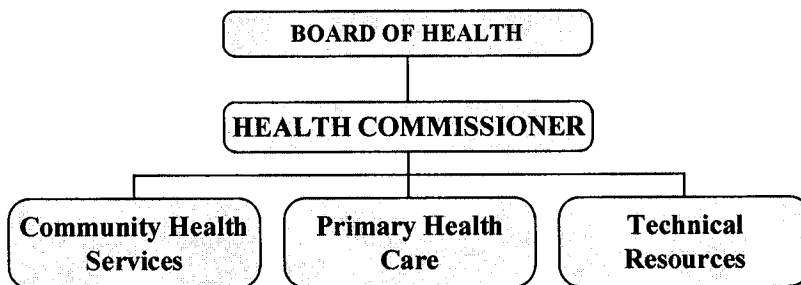
The 2005 Recommended Capital Budget for the Fire Department includes three General Capital projects totaling \$753,200. The capital projects include Computer System Replacement in the amount of \$243,200, Defibrillator Replacement in the amount of \$210,000, and Fire Equipment Enhancements in the amount of \$300,000.

The 2006 Recommended Capital Budget includes three General Capital projects totaling \$574,000. The capital projects include Defibrillator Replacement in the amount of \$150,000, Air Compressor Systems Replacement in the amount of \$124,000, and Fire Equipment Enhancements in the amount of \$300,000.

In addition to the above listed Fire Department General Capital projects for 2005, the Recommended 2005 Capital Budget for the Public Services Department includes \$900,000 for a replacement Fire Burn Building.



DEPARTMENT OF HEALTH
TELEPHONE #: 513.357.7200



MISSION

The Board of Health is responsible for the promotion, protection, and maintenance of the public's health, the development and enforcement of health laws, and the prevention of disease.

FUNCTION AND DUTIES

- **Office of the Commissioner:** The Office of the Commissioner implements the policies of the Board of Health and provides leadership in the administrative management of the Health Department. The Office of the Commissioner takes a lead role in building capacity to prevent and respond to acts of terrorism and natural disasters.

Within the Office of the Commissioner, the Medical Director's office coordinates communicable disease reporting in Cincinnati and provides case management for all Class A reported diseases. Class A reported diseases are those of a significant public health concern. There are 89 diseases listed under this category. Major public concerns such as Anthrax and Yellow Fever must be reported by telephone immediately, while others such as Hepatitis and Rheumatic Fever are to be reported by the end of the week.

- **Community Health Services Division:** This Division is responsible for Environmental Services, including Food Service Inspections, Solid Waste, Vector Control, Animal Bites, Household Sewage, Swimming Pool Inspection, Environmental Hygiene, Nuisance Abatement, Tattoo and Body Piercing Licensing, Indoor Air Pollution and Smoking Ordinance Enforcement, and Litter and Junk Car Patrol. The Division also has responsibility for Health Promotion, including Health Education and Health Promotion Grants, the Public Employee Assistance Program, and Childhood Lead Poisoning Prevention.
- **Primary Health Care Division:** This Division provides comprehensive primary health care and dental services for underserved and high-risk populations. The Division operates five health centers and a Sexually Transmitted Disease center. Health center facilities include laboratory, pharmacy,

immunization, and nutritional services. The Division also has responsibility for Public Health Nursing Programs, including Home Health, School Health, and Day Care and Nursing Home Licensure.

- **Technical Resources Division:** This Division provides professional, technical, and administrative support to the Board of Health and its entities in the areas of human resources, electronic data processing, fiscal services, and facility management. The Division also provides vital records as required by State law.

STRATEGIC DIRECTION

GOALS

Strategic Goals of the Cincinnati Health Department include, but are not limited to the following:

- Provide high quality, accessible, and effective clinical services to improve the health status of Cincinnati residents.
- Promote and assist citizens to enjoy healthy lifestyles to prevent disease and disability.
- Protect the environment and protect people from environmental hazards.
- Prevent and control the spread of infectious disease.
- Prepare for and respond to acts of terrorism and natural disasters.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

To address the strategic goals of the Cincinnati Health Department, the following operational initiatives and efforts have been executed:

- Provide primary health care services for underserved populations.
- Provide home and school health care services.
- Provide childhood and adult immunizations.
- Epidemiological investigation, reporting, and treatment for infectious disease including sexually transmitted diseases.
- Provide information and assistance in smoking cessation, nutrition counseling, exercise classes, and disease management to promote healthy lifestyles.
- Provide WIC nutrition services for women and children.
- Provide lead testing for children and lead assessment of housing to eliminate lead hazards.
- Inspect and license restaurants and food stores under strict operational standards.
- Enforce environmental laws to eliminate and control hazards and public health nuisances.
- License and inspect day care and nursing home facilities.
- Build City and regional emergency preparedness through collaborative work with Fire and Police departments, other local stakeholders, state and federal agencies including the following:
 - Participate in the design and implementation of the City's new Regional Emergency Operations Center;
 - Partner with the Fire Department to lead the U.S. Department of Homeland Security Metropolitan Medical Response System (MMRS) terrorism preparedness program for the Greater Cincinnati region including Southwest Ohio, Northern Kentucky, and Southeast Indiana; and
 - Provide leadership for the regional public health terrorism preparedness program, funded through a grant from the U.S. Centers for Disease Control and Prevention and the Ohio

Department of Health, for responding to bioterrorism and major naturally occurring outbreaks of infectious disease.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 22,427,210	\$ 22,108,160	\$ 21,792,640	\$ (315,520)	\$ 21,625,790
Restricted Funds	\$ 13,399,260	\$ 13,770,580	\$ 11,983,580	\$ (1,787,000)	\$ 11,432,610
Operating Total	\$ 35,826,470	\$ 35,878,740	\$ 33,776,220	\$ (2,102,520)	\$ 33,058,400
Total With Employee Benefits	\$ 41,859,330	\$ 43,909,240	\$ 41,200,450	\$ (2,708,790)	\$ 40,289,670
Internal Service Funds	\$ 77,400	\$ -	\$ -	\$ -	\$ -
Consolidated Plan Projects	\$ 425,000	\$ 225,000	\$ 285,000	\$ 60,000	\$ 285,000
Capital Projects	\$ 565,000	\$ 393,000	\$ 129,100	\$ (263,900)	\$ 457,000
Total Full-Time Equivalent Positions	544.5	544.5	524.6	(19.9)	524.6

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$33,776,220, not including employee benefits, and General Fund overhead. This funding level represents a decrease of \$2,102,520, or 5.9% from the 2004 Approved Budget Update. A General Fund decrease of \$315,120 is primarily attributable to the following budget reductions: 5.0 FTE are eliminated within the General Fund (1.0 Accountant, 1.0 Administrative Specialist, 1.0 Clerk Typist 3, 1.0 Nursing Supervisor, and 1.0 Health Clinic Coordinator). These reductions, in conjunction with miscellaneous personnel and non-personnel reductions, total \$500,000. These reductions are partially offset by standard inflationary increases in other expenditure categories in the amount of \$184,480.

A total of 12.5 currently vacant FTE are eliminated within Restricted Funds, specifically within the Home Health Nursing Section (10.0 Public Health Nurses, 1.0 Clerk Typists 2, and 1.5 Public Health Consultants). FTE reductions, in conjunction with various non-personnel reductions total \$1,906,630. The Home Health Services Fund is unable to maintain the current service level based on new Medicare/Medicaid reimbursement rules. With less federal funding to support skilled home health nursing, the number of nursing visits to patients with doctor orders for medication, dressing changes, etc. will decrease in 2005. In 2003 there were about 25,000 such visits made. These reductions are partially offset by standard inflationary increases in other expenditure categories in the amount of \$119,630.

The Recommended 2006 Operating Budget totals \$33,058,400, not including employee benefits and General Fund overhead. This funding level represents a decrease of \$717,820 or 2.1% from the 2005 recommended amount. Additional General Fund reductions of \$463,100 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process. These reductions are partially offset by standard inflationary increases in the amount of \$296,250.

After considering normal wage and inflation factors, the Health Services Fund 395 budget is reduced by \$688,480 from the 2005 recommended funding level to maintain a 5% carryover balance at the end of

2006. These reductions will also be implemented during the 2006 Budget Update process. These reductions are partially offset by standard inflationary increases in the amount of \$137,510.

SPECIAL REVENUE FUNDS

The Health Department leverages \$0.72 in health and other services to the community for every General Fund dollar invested. Funding is leveraged through grants, fees, and insurance reimbursements. Leveraged funding is designated for specific purposes and is deposited in the following special revenue funds, which are established by City Ordinance:

- Public Health Research Fund
- Home Health Services Fund
- Health Services Fund
- Solid Waste Disposal Control Fund
- Sexually Transmitted Diseases Fund
- STD/HIV Prevention Training Fund
- Lead Poisoning Control Fund
- Women and Infants Food Grant Program Fund
- State Health Program Income Fund
- Food Service License Fees Fund
- Swimming Pool License Fees Fund
- Infectious Waste Fund
- Immunization Action Plan Fund
- Federal Health Program Income Fund
- Public Employee Assistance Fund
- Heart Health - Hamilton County Fund
- Health Network Fund
- Health Care for the Homeless Fund

EXPLANATION OF STAFFING CHANGES

The total recommended FTE is 524.6, which is 19.9 FTE less than the 2004 Approved Budget Update. A total of 12.5 FTE are being eliminated from the Home Health Nursing section because revenue cannot support current staffing. An additional 5.0 FTE are eliminated in the General Fund as identified in the Explanation of Budget Changes. Finally 2.4 FTE are eliminated in various Restricted funds through elimination of vacancies and operating efficiencies.

EXPLANATION OF CAPITAL PROJECTS

The Health Department's General Capital Budget totals \$129,100 for 2005 and includes one project for dental equipment replacement in the amount of \$79,100 and one project to fund emergency repairs to private sewers in the amount of \$50,000.

The Health Department's General Capital Budget totals \$457,000 for 2006 and includes two projects for renovation of health facilities in the amount of \$377,000 and one project for dental equipment replacement in the amount of \$80,000.

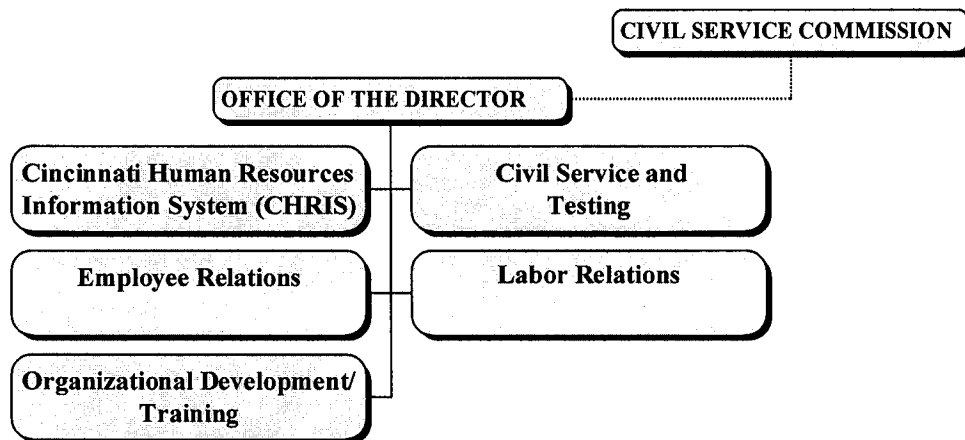
EXPLANATION OF CONSOLIDATED PLAN PROJECTS

The Recommended 2005/2006 Consolidated Plan budget includes one project in Community Development Block Grant funding for 2005 and 2006 in the amount of \$285,000 each year for lead testing of housing units where children with elevated blood lead levels would spend at least six hours per week.



DEPARTMENT OF HUMAN RESOURCES

TELEPHONE #: 513.352.2400



MISSION

The mission of the Human Resources Department is to provide excellent and timely human resources support and services and to provide a positive and diversified environment.

FUNCTION AND DUTIES

The Human Resources Director is responsible for directing all of the activities of the department, advising the City Manager with regard to human resources activities and issues, and functions as the Secretary to the Civil Service Commission. The Department has five sections: Cincinnati Human Resources Information System (CHRIS), Civil Service and Testing, Employee Relations, Labor Relations, and Organizational Development/Training.

The Cincinnati Human Resources Information System (CHRIS) section is responsible for human resources information processing as well as providing reports and information as requested. This section also is responsible for developing new human resources systems using the human resources information system, and administering the City's compensation program.

The Civil Service and Testing section is responsible for preparing and administering civil service examinations and maintaining the classification plan. A support staff within this section is responsible for processing applications and providing customer service. The Civil Service Commission is a three member, independent appellant board for classified civil service employees. Responsibilities of the Commission include reviewing personnel transactions such as transfers; reinstatements; provisional, emergency, and exceptional appointments; and providing appellate functions for suspensions, dismissals, demotions, layoffs, and medical separations. The Department of Human Resources provides staff support to the Civil Service Commission.

The Employee Relations section is responsible for investigating and resolving employee concerns that fall outside the scope and jurisdiction of the City's Equal Employment Opportunity section and/or labor contracts.

The Labor Relations section is responsible for negotiating and administering four labor contracts: Fraternal Order of Police; International Association of Fire Fighters; American Federation of State, County, and Municipal Employees; and the Building Trades. In 2004, Human Resources staff began negotiating with Cincinnati Organized and Dedicated Employees (CODE), the City's new management union. This section is also responsible for maintaining and administering the City's Personnel Policies and Procedures.

The Organizational Development/Training Section facilitates citywide training by providing course offerings, registration, and reporting.

STRATEGIC DIRECTION

GOALS

- Develop and maintain a comprehensive collective bargaining and labor relations strategy.
- Increase staff awareness of equity and diversity issues in the workplace.
- Develop a Workforce Strategic Planning Training program.
- Cross train staff to develop Human Resource generalist that will more efficiently support the department.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Prior to negotiations, establish strategic goals and priorities.
Identify labor contract language in each agreement that acts as a barrier. Provide information to ensure new contract provisions are communicated, implemented, and administered effectively and accurately.
- Compile exit interviews data and identify patterns or concerns that may be mitigated through training, consultations, or negotiations.
- Offer and encourage training and awareness programs in relation to equity and diversity.

FUND SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 1,975,780	\$ 1,914,050	\$ 1,726,280	\$ (187,770)	\$ 1,703,030
Restricted Funds	\$ 153,320	\$ 194,500	\$ 202,190	\$ 7,690	\$ 202,190
Operating Total	\$ 2,129,100	\$ 2,108,550	\$ 1,928,470	\$ (180,080)	\$ 1,905,220
Total With Employee Benefits	\$ 2,501,900	\$ 2,576,690	\$ 2,358,370	\$ (218,320)	\$ 2,336,570
Internal Service Funds	\$ 372,530	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 375,000	\$ -	\$ -	\$ -	\$ -
Total Full-Time Equivalent Positions	37.2	31.2	29.2	(2.0)	29.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 General Fund Operating Budget totals \$1,726,280, not including employee benefits. This funding level represents a decrease of \$187,770 or 9.8% from the 2004 Approved Budget Update. The budget change is primarily due to a reduction of 2.0 full-time equivalent (FTE) positions for a savings of \$160,180, a \$40,000 reduction to the diversity and stress management training contracts, and non-personnel reductions totaling \$7,840 for office supplies, non-local travel, training, and tuition reimbursement. These reductions are partially offset by budgeted wage and inflation increases of \$20,250.

The Recommended Restricted Funds Operating Budget totals \$202,190, not including employee benefits. This funding level represents an increase of \$7,690 or 3.9% over the 2004 Approved Budget Update. This increase is primarily related to standard inflationary increases and the transfer in of a higher salaried incumbent.

Additional General Fund reductions of \$36,690 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

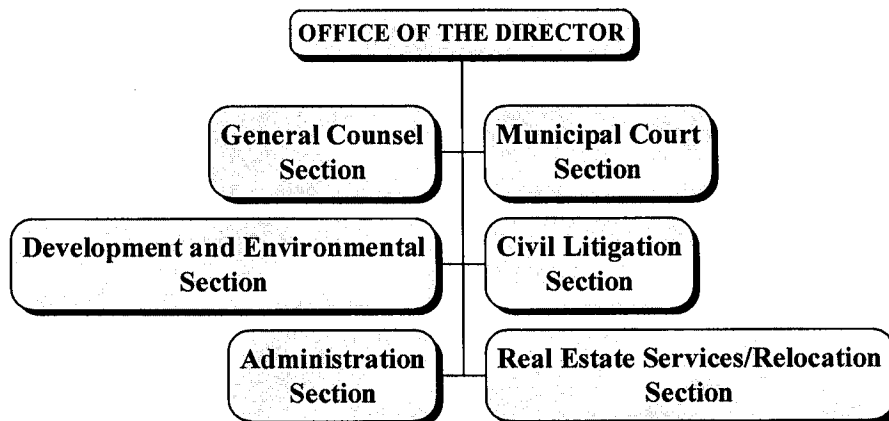
EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 29.2 for 2005 and 2006, which is 2.0 FTE less than the 2004 Approved Budget Update. The General Fund decrease of 2.0 FTE results from the elimination of 1 Human Resources Assistant Director and 1 Senior Human Resources Analyst.

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DEPARTMENT OF LAW
TELEPHONE #: 513.352.3334



MISSION

The mission of the Law Department of the City of Cincinnati is to provide effective and efficient legal service to the City of Cincinnati by representing the Council, officers, departments and boards of the City as legal counsel and attorney, representing the City in all proceedings in which the City is a party before any court or adjudicatory body, serving as prosecuting attorney in the municipal court, and providing all services in connection with the acquisition, management, and sale of real property, business and family relocation, and the levying of assessments.

FUNCTION AND DUTIES

The City Solicitor is the Director of the Department of Law. The department is divided into six primary functions.

- **General Counsel:** *The General Counsel Section* is responsible for providing all legal advice, opinions, and legislation to the City Council, the City Manager and all City departments. The attorneys in this section also serve on Council committees and labor negotiation teams on behalf of the City. This section also processes Equal Employment Opportunity Commission and Ohio Civil Rights Commission charges against all City departments.
- **Municipal Court:** *The Municipal Court Section* represents the City in all civil and criminal litigation in the Municipal Court. This section includes the Office of the City Prosecutor that is legally mandated to prosecute all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City. This section is also responsible for liquor hearings and nuisance abatement initiatives. The Community Prosecution Section is a division of the Prosecutor's Office that deals with safety and quality of life issues in Cincinnati communities. The Community Prosecution Section provides a coordinated approach with City departments and agencies for the

enforcement of the Building Code, Fire Code, Health Code, liquor laws, and all other civil and criminal laws pertaining to quality of life issues present in our communities.

- **Development and Environmental Section:** *The Development and Environmental Section* provides all required legal services to the Departments of Community Development and Planning, Parks, Recreation, Health, Regional Computer Center, Buildings and Inspections, Enterprise Services, Finance, MSD, Transportation and Engineering, and to the Cincinnati Southern Railway. It handles general legal matters for the City related to real estate acquisition and disposition. This section also provides legislation, legal advice, and counsel to the City Council and all of the City departments regarding environmental and utility matters, and is responsible for coordination of energy-related matters before administrative agencies such as the Public Utilities Commission of Ohio.
- **Civil Litigation:** *The Civil Litigation Section* represents the City in all civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, and provides representation at various hearings and appeals of denial of public vehicle licenses.
- **Administration:** *The Administration Section* provides all non-attorney support services to the department including clerical, personnel, claims, assessment, and budget matters. *The Administrative Hearings Section* is responsible for addressing public safety concerns such as building code violations, litter, abandoned cars, illegal dumping, and weed control.
- **Real Estate Services/Relocation Section:** *The Real Estate Services Section* is responsible for the acquisition, disposal, and property management of all City owned or leased real property. *The Relocation Section* is responsible for administering the City programs on code enforcement, and family and business relocation.

STRATEGIC DIRECTION

GOALS

- Provide effective legal representation on behalf of the City of Cincinnati.
- Enhance safety and quality of life for citizens.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Assist the City Administration in analyzing, determining, and representing the City's interests in upcoming collective bargaining negotiations.
- Develop and implement an alternative dispute/claims resolution process for Police-related claims regarding excessive force.
- Improve the success rate for arbitration cases and federal lawsuits regarding alleged police officer misconduct by partnering with the Police Department at the beginning of the process.
- Oversee the operation of the Community Prosecution Section, which focuses on safety and quality of life issues, and the coordination and assurance of effective prosecution of cases related to code violations and criminal misconduct in neighborhoods. The Community Prosecution Section also refers building code violation cases to the Hamilton County Court Housing Docket for prosecution, with the goal of reducing blight in our neighborhoods.
- Improve the success rate for prosecution of domestic violence cases by using enhanced evidentiary tactics designed to obtain convictions even though the victim is not present or is unwilling to cooperate.

- Enhance customer service and reduce the timeframe for hearings conducted by the Office of Administrative Hearings.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 4,474,010	\$ 4,674,200	\$ 4,272,210	\$ (401,990)	\$ 4,198,720
Restricted Funds	\$ 443,170	\$ 469,180	\$ 461,070	\$ (8,110)	\$ 463,600
Operating Total	\$ 4,917,180	\$ 5,143,380	\$ 4,733,280	\$ (410,100)	\$ 4,662,320
Total With Employee Benefits	\$ 5,787,330	\$ 6,328,320	\$ 5,803,780	\$ (524,540)	\$ 5,734,700
Internal Service Funds	\$ 318,600	\$ 324,790	\$ 327,250	\$ 2,460	\$ 331,200
Consolidated Plan Projects	\$ 185,200	\$ 187,000	\$ 187,000	\$ -	\$ 187,000
Total Full-Time Equivalent Positions	79.2	82.2	80.2	(2.0)	80.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$4,733,280, not including employee benefits. This funding level represents a decrease of \$410,100 or 8% from the 2004 Approved Budget Update. After considering inflationary increases, the General Fund budget change is primarily due to the reduction of personnel costs in the amount of \$470,960. This reduction in personnel costs includes the elimination of three positions (1 Deputy City Solicitor, 1 Assistant City Solicitor, 1 Support Services Manager) in the amount of \$269,980 and the elimination of funding in the amount of \$200,980 through increased position vacancy allowance for several other positions. These reductions are partially offset by an increase in the amount of \$68,970 for the addition of a Zoning Hearing Examiner during 2004 and an increase in miscellaneous non-personnel costs.

Recommended 2005 Restricted Funds Budget decreases by \$8,110. The Income Tax Infrastructure Fund 302 personnel budget decreases in the amount of \$840 and the Community Development Block Grant Fund 304 personnel budget decreases by \$7,270. The Law Department's 2005/2006 budget also includes \$327,250 in the Property Management Fund 209, which is a non-appropriated Internal Service Fund.

Additional General Fund reductions of \$90,790 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 80.2 for 2005, which is a net decrease of 2.0 FTE from the 2004 Approved Budget Update. The net decrease of 2.0 FTE in the General Fund results from the following: 1) the elimination of a Deputy City Solicitor position; 2) the elimination of an Assistant City Solicitor position; 3) the elimination of a Support Services Manager; and 4) the addition of a Zoning Hearing Examiner approved by the City Council in February 2004.

For 2006, the total recommended FTE is 80.2 FTE, which is no change from the 2005 Recommended Budget.

EXPLANATION OF CONSOLIDATED PLAN PROJECTS

The Law Department has administered the following two ongoing Consolidated Plan projects for a number of years:

Tenant Assistance - \$43,000

Each year, approximately 3,000 persons contact the Relocation Services Office requesting assistance in finding housing or seeking information about the various types of housing available. These persons are counseled on how and where to find housing. They are also provided with a list of housing managers and specific referrals may be given.

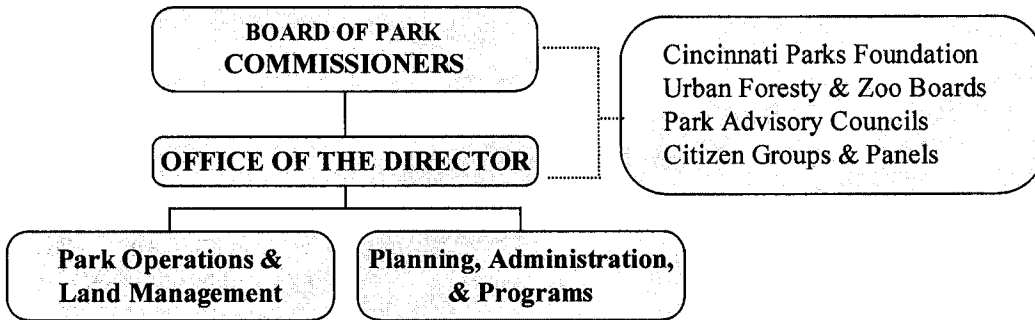
Code Enforcement Relocation - \$144,000

This project allows the Relocation Services Office to pay the first month's rent or security deposit for persons moving to decent, safe, and sanitary housing who have been displaced by code enforcement and/or the hazards of lead paint. Relocation staff take applications from low-income persons for subsidized housing, and provide vacancy lists and management company lists to clients. The City assists approximately 150-250 displaced families/persons per year. Qualified participants receive up to \$650 for rental assistance and moving costs. In addition, low/moderate income clients receive guidance and housing referrals for securing affordable housing and subsidized housing.



DEPARTMENT OF PARKS

TELEPHONE #: 513.357.2604



MISSION

The mission of the Parks Department is to conserve, manage, sustain, and enhance Parks' natural and cultural resources and public greenspaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.

FUNCTION AND DUTIES

The Parks Department is comprised of the Office of the Director, the Parks Operations and Land Management, and the Planning, Administration, and Programs Divisions.

- **Office of the Director**

Business Services: This section reports directly to the Director of Parks and provides centralized personnel, community and international customer service management, and program services management for the Park Board. This section also manages special events, training, volunteer, and reservation services.

Financial Services: This section provides fiduciary financial support, material, service, and capital procurement, contractual and property lease management. This section also manages the information technology needs for the Board of Park Commissioners, the Parks Foundation, various advisory panels, and the Urban Forestry Advisory Board.

This section also performs incremental tax perusals, revenue analysis of programs and services, equities, bonds and liquid securities, and manages the Park Board's operating and capital budgets.

- **Park Operations and Land Management Division**

This Division is responsible for the maintenance and management of park areas, facilities, and the urban forest. This includes activities such as grounds and facility maintenance, tree care, landscape beautification, land management, reforestation, and management of other public greenspace.

- **Planning, Administration, and Programs Division**

This Division conducts long-range planning, capital improvement program development and implementation, park facility and site design, specialized building and facility maintenance, and construction management. Also included is the management of the Krohn Conservatory, Environment Education through six neighborhood nature centers, public nature education programs and summer camps, production of special events, reservations, and the Parks Visitors Center.

STRATEGIC DIRECTION

GOALS

Cincinnati Parks' strategic goals are to provide a park system that is Clean, Safe, Reliable, Green, and Beautiful. A **Clean** park system welcomes visitors and provides a pleasing environment, which increases awareness and reduces complaints. A **Safe** park system ensures that all visitors will be safe from injury while properly using the facilities and equipment within the parks and that park amenities are inviting and safe. Citizens feel comfortable visiting parks at all times and the experience makes them want to return time and again. **Reliable** parks provide that all facets of the parks including comfort stations, shelters, trails, play equipment, and park facilities will be accessible and in good working order. **Green** parks provide a natural environment and pleasing views for the enjoyment of the public. They also stimulate economic development, and promote a healthier community environment. **Beautiful** parks attract visitors to our city, they serve as a destination point for the public, and they provide a splash of color within an urban setting where public greenspace is minimal.

INITIATIVES AND EFFORTS TO ADDRESS STRATEGIC GOALS

The Park Board has developed and implemented a comprehensive Business Plan that captures the mission of the Park Board and the vision of our citizens: the stakeholders of the City. Each year the Park Board approves a Business Plan that includes dynamic performance targets that address the needs of the park system and the 52 communities the system serves. The performance targets ensure that the citizens of Cincinnati receive a park system that meets and exceeds the strategic goals of the Park Board: Clean, Safe, Reliable, Green, and Beautiful Parks.

- Provide maintenance plans for neighborhood and regional parks.
- Provide an update to the system-wide master plan that is over ten years old.
- Continue to gather feedback from our constituents through surveys with a focus on determining if the park system is meeting or exceeding the needs of our users.
- Provide high quality educational programs that meet and exceed the diverse needs of our users including preschool, school age children, teens, adults, seniors, and families.
- Provide a work environment that is conducive to fostering high quality services and a safe workplace for all employees and volunteers.
- Implement major capital improvements to further Park's mission and enhance the park experience for users.

- Provide five seasonal floral shows at the Krohn Conservatory, which is home to more than 1,000 named plant species.
- Provide six-year preventive maintenance to more than 80,000 street trees.
- Provide excellent customer service to the stakeholders and citizenry of Cincinnati.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 4,687,530	\$ 4,563,870	\$ 4,560,440	\$ (3,430)	\$ 4,541,580
Restricted Funds	\$ 3,454,720	\$ 3,904,010	\$ 3,838,220	\$ (65,790)	\$ 3,905,590
Operating Total	\$ 8,142,250	\$ 8,467,880	\$ 8,398,660	\$ (69,220)	\$ 8,447,170
Total With Employee Benefits	\$ 9,316,140	\$ 10,022,280	\$ 9,941,020	\$ (81,260)	\$ 10,026,860
Consolidated Plan Projects	\$ 175,000	\$ 175,000	\$ 125,000	\$ (50,000)	\$ 125,000
Capital Projects	\$ 3,588,000	\$ 3,398,500	\$ 3,339,000	\$ (59,500)	\$ 3,324,700
Total Full-Time Equivalent Positions	154.7	154.7	152.2	(2.5)	152.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$8,398,660, not including employee benefits and General Fund overhead. This funding level represents a decrease of \$69,220 or 0.8% from the 2004 Approved Budget Update. In the General Fund, a decrease of \$3,430 results from the following budget changes: 1) an increase of \$100,000 for utility costs; 2) an increase of \$57,250 for anticipated increases in fleet maintenance costs; 3) an increase of \$30,000 for maintenance costs of the Colerain Connector site; 4) an increase of \$25,000 for the City's portion of the \$.01 increase in the street tree assessment; 5) an increase of \$24,500 to cover one-half of the additional maintenance costs at the Theodore M. Berry International Friendship Park; 6) a decrease of \$182,570 for the transfer of six positions (6.0 FTE) to the Income Tax-Infrastructure Fund 302; 7) a decrease of \$35,330 for reductions related to tree clearing, security, information technology support, and extermination services; 8) a decrease of \$33,720 for the elimination of one Park Naturalist position (1.0 FTE); 9) a decrease of \$25,800 for publication of newsletters; and 10) a decrease of \$21,740 in personnel services related to funded positions that will be kept vacant. These budget adjustments in the General Fund are partially offset by standard inflationary increases of \$58,980.

The Recommended 2006 Operating Budget in the General Fund totals \$4,541,580, not including employee benefits, and is \$18,860 less than the Recommended 2005 Operating Budget. Additional General Fund reductions of \$96,910 are required in 2006, which is offset by standard wage and inflationary increases. Specific reductions will be addressed in the 2006 Budget Update process.

In the Restricted Funds, a decrease of \$65,790 results from the following budget changes: 1) a decrease of \$109,400 in the Parking Meter Fund 303 due to a reduction in resources in that fund; 2) a decrease of \$33,130 in the Parks Donations/Special Activities Fund 326 which is attributable to reduced contractual costs for maintenance of downtown parks that is now performed by existing personnel at a lower cost; 3) a reduction of \$17,450 in the Forestry Assessments Fund 792 for reductions in contractual tree services;

and 4) a reduction of \$14,000 in the Krohn Conservatory Fund 332 for tax payments that are not needed and a reduction of \$8,000 for supplies. These reductions are partially offset by two additional costs: 1) \$100,000 for maintenance of City street trees in the Forestry Assessments Fund 792, which will be covered by additional revenue generated from a \$.01 increase in the street tree assessment; and 2) standard inflationary increases of \$16,190 in other expenditure categories.

The Recommended 2006 Operating Budget in the Restricted Funds is \$3,905,590, not including employee benefits and General Fund overhead. This funding level represents an increase of \$67,370 over the Recommended 2005 Operating Budget, representing standard inflationary increases.

In addition to the General Fund, the following restricted funds support the Department of Parks:

- Income Tax-Infrastructure Fund
- Stormwater Management Fund
- Parking Meter Fund
- Income Tax Transit Fund
- Park Donations/Special Activities Fund
- W. M. Amphitheater Free Concerts Fund
- Groesbeck Endowments Fund
- Park Lodge/Pavilion Deposits Fund
- Krohn Conservatory Fund
- Forestry Assessments

EXPLANATION OF STAFFING CHANGES

The total recommended FTE staffing is 152.2 in 2005 and 2006, which is 2.5 FTE less than the 2004 Approved Budget Update. In the General Fund, 1.0 FTE (Park Naturalist) is eliminated and 6.0 FTE are transferred to the Income Tax-Infrastructure Fund, which is offset by a commensurate reduction in seasonal part-time FTE. In the Restricted Funds, an increase of 4.5 FTE is realized from the addition of 2.0 FTE (Florists) and 2.5 FTE (seasonal/part-time), which were added in 2004 for successfully competing for and winning the Downtown Parks Program and the Greenspace Program through a managed competition bidding process.

EXPLANATION OF CAPITAL PROJECTS

Two capital projects in the General Capital Budget in 2005 and 2006 are recommended: Park Infrastructure Rehabilitation (2005: \$3,031,700; 2006: \$3,124,700) and Master Plan Implementation (2005: \$307,300; 2006: \$200,000). This recommendation represents continuation funding to support ongoing infrastructure improvements to buildings, greenspace, roads, and playgrounds in parks, as well as funding for improvements to parks with individual master plan designs. The Parks Department is currently developing a new 10-year Master Plan to guide capital improvements over the next decade. The 2005/2006 Capital Budget recommendation will support the new plan.

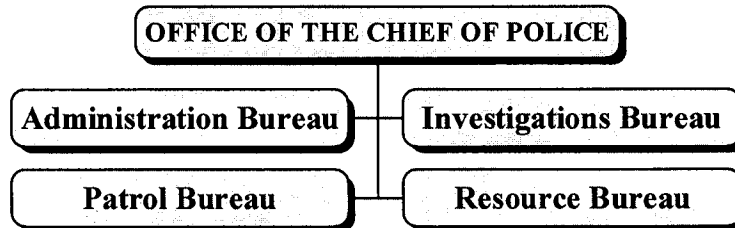
EXPLANATION OF CONSOLIDATED PLAN PROJECTS

In both 2005 and 2006, \$125,000 is recommended in Community Development Block Grant (CDBG) funding for the Mill Creek Greenway Program. This program creates sustainable greenways, trails, parks, and other amenities within the Mill Creek corridors, and helps to revitalize neighborhoods located in or near the river's floodplain.



CINCINNATI POLICE DEPARTMENT

TELEPHONE #: 513.765.1212



MISSION

The mission of the Cincinnati Police Department is to work in partnership with the citizens of the community to provide a safe environment where the quality of life may be improved through the delivery of fair and impartial police services.

FUNCTION AND DUTIES

The Police Department is the primary law enforcement agency of the City. The responsibilities of the Department are prevention of crime, protection of life and property, suppression of criminal activity, apprehension and prosecution of offenders, and the preservation of public peace. Under the command of the Police Chief these responsibilities are divided among four bureaus as highlighted below:

- **Administration Bureau** – responsible for general administration including personnel, planning, crime analysis, internal investigations, records collection and processing, and the public information office which is the Department liaison with citizens and the media. The bureau is also responsible for Police Communications which includes answering citizens' calls for police, fire and emergency medical services, and Information Technology Management which handles the upgrading and maintaining of Police computer systems. The Training Section is also included in this Bureau. It develops and conducts training programs in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues, and current topics.
- **Investigations Bureau** – handles investigations and gathers intelligence involving vice activity, homicides, sex crimes, crimes against children, and property crimes.
- **Patrol Bureau** – provides uniformed response to citizen requests for police assistance, enforces criminal traffic laws, reports incidents and offenses, and investigates criminal activity from 5 district stations, and park and traffic units. Also includes the SWAT/Tactical Planning Unit, which is responsible for high-risk enforcement.
- **Resource Bureau** – consists of a variety of functions that support the operation including Evidence/Property Management, Fiscal & Budget, Inspections, and Transportation/Fleet Management. It is responsible for maintaining auxiliary services which include certain private

wreckers and their operations, financial management, grant research and development, and the Youth Services Section.

STRATEGIC DIRECTION

GOALS

Several strategic goals are listed below to help the Police Department further its mission.

- Keep Children Safe
- Enhance Public Safety
- Reduce Crime
- Enhance Police Community Relations
- Implement Commitments under the Department of Justice (DOJ) and Collaborative Agreements (CA)

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- **Keep Children Safe:**

Update critical response plans for all schools, including area maps, floor plans, evacuation sites, and staging areas.

Provide safety training using School Resource Officers (SRO's) who have developed computer based learning programs on ways to keep classrooms and schools safe for students, faculty, and administrators. Personal Crimes Unit staff also instructs youth in the risks associated with on-line computer associations and personal safety courses.

Implement Community Problem Oriented Policing (CPOP) in schools. SRO's are working with the Board of Education, police district Neighborhood Officers, and other City agencies to implement CPOP to address problems such as trespassing, vandalism, assaults, harassment, truancy, and other areas where criminal behavior is observed or suspected.

Continue youth delinquency prevention program in partnership with Lighthouse Youth Services to assist youth and their families from becoming involved with the Juvenile Justice System.

Continue to support initiatives and programs with other community partners such as the Cincinnati Human Relations Commission, Police Activities League, and the Recreation Department to improve community/police relations.

- **Enhance Public Safety:**

Implement program of red light enforcement via cameras placed at intersections with high accident volumes. Such systems have demonstrated an ability to reduce injury to citizens and property damage in other communities while concomitantly allowing officers to address crime fighting and other related community priorities.

Utilize technology, specifically crime analysis and mapping to better target resources to effectively address crime and disorder issues.

Complete construction of and move operations into a new Police Communications Facility to include state of the art phone, cellular 9-1-1 call location mapping, GEOTRAX (Global Position Tracking equipment used by financial institutions to track robbery suspects) and Computer Aided Dispatching (CAD) Systems. Additionally the center will have links with ARTIMIS (the regional traffic management system) and will serve as the back-up center for Hamilton County Communications in emergency situations. This new facility will also house the Regional Emergency Operations Center, combining resources throughout the City and throughout Hamilton County to respond to critical incident management both natural and manmade. The day-to-day operations link City Police, Fire, Health units responsible for critical incident planning and management, to Emergency Management and Terrorism and Early Warning staff throughout the region.

- **Reduce Crime:**

Reduce violent crime through aggressive response, follow-up and prosecution of felony arrests.

Continue prosecution of violent career criminals who use firearms in the commission of crimes in the Federal court system. Through partnership with the Bureau of Alcohol, Tobacco, and Firearms, every effort will be made to identify known violent offenders and prosecute them in the court system yielding the greatest penalty.

Implement new strategy to solve cold case investigations. A new squad of detectives has been formed within the Homicide Unit to ensure all open cases are continuously monitored with special emphasis placed on open cases from the past five years.

Continue partnership between police Community Response Teams (CRTs) and community leaders to identify known criminals operating within their neighborhood.

- **Enhance Police Community Relations:**

Finalize CPOP training module in collaboration with the Partners to the Collaborative Agreement, including the new Police Partnering Center, and continue to expand CPOP into more neighborhoods.

Implement Code Enforcement Response Teams (CERT) in each District and integrate this function with CPOP as appropriate. The activity of these teams will also be coordinated with other hot spot initiatives. Activities and plans will be evaluated each quarter.

Create more opportunities to increase the public's understanding of police policies, practices and procedures through partnership with the University of Cincinnati and a communications consultant using survey techniques and a communications audit to help determine best strategies to employ.

- **Implement Commitments under the Department of Justice (DOJ) and Collaborative Agreements (CA):**

Work with the Rand Corporation to ensure compliance with the CA evaluation component requirement. The evaluation consists of analysis of surveys of citizens and police, traffic stop and other statistical data, interaction of police with community groups, as well as evaluates staffing levels and CPOP. A Request for Proposal (RFP) is currently out for a comprehensive Records Management System and Integrated Computer Aided Dispatch System to better collect data for this purpose as well as enhancing data analysis for in-house usage.

Conduct public forums to update citizens on compliance with Agreements and seek their input and feedback.

Prepare regular reports on compliance for submission to the Monitor.

Seek additional funding and public support from the DOJ.

Coordinate implementation of CPOP.

Finalize and update as appropriate Use of Force Policies, including reporting and monitoring.

Continue to monitor deployment of all aspects of uses of force and training required under the Agreements.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 85,268,020	\$ 89,516,210	\$ 89,600,790	\$ 84,580	\$ 90,476,310
Restricted Funds	\$ 1,474,250	\$ 2,878,320	\$ 1,399,090	\$ (1,479,230)	\$ 1,428,090
Operating Total	\$ 86,742,270	\$ 92,394,530	\$ 90,999,880	\$ (1,394,650)	\$ 91,904,400
Total With Employee Benefits	\$ 110,953,530	\$ 118,941,570	\$ 117,547,810	\$ (1,393,760)	\$ 119,304,660
Consolidated Plan Projects	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 100,000
Capital Projects	\$ 2,690,000	\$ 856,000	\$ 130,800	\$ (725,200)	\$ 115,000
Total Full-Time Equivalent Positions	1,377.2	1,393.5	1,382.5	(11.0)	1,382.5

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget for the Cincinnati Police Department totals \$90,999,880, not including employee benefits. This funding level represents a decrease of \$1,394,650 or 1.5% from the 2004 Approved Budget Update.

The General Fund budget change is due to an increase in: 1) changes in sworn staffing costs which total an additional \$469,170; 2) inflationary increase in personnel and non-personnel of \$1,172,150; 3) an increase of \$39,350 in longevity pay; 4) an increase of \$277,420 in the projected lump sum attributable to six additional retirements projected for 2005 compared to 2004; and 5) an increase of \$82,740 in non-sworn step ups and reduced PVA. The above General Fund budget increases are offset by the following decreases: 1) elimination of one time City sponsorship of Crimestoppers Convention of \$50,000; 2) a reduction of \$804,710 for the elimination of 30 positions (24.0 FTE) associated with the Cadet Program and related tuition reimbursement; 3) the elimination of three vacant administrative positions which total \$99,680; 4) an increase in reimbursements primarily due to an increase in the UHP Grant of \$279,690; 5) a decrease of \$261,920 in additional pay; 6) an increase of \$243,160 in position vacancy adjustment savings; and 7) the elimination of the non-personnel inflationary increase of \$217,090 for 2005. The Police Department will be expected to absorb many increased costs in 2005 such as coroner charges,

central warrants, Radcliff Facility operating costs, software licenses for new systems, and increased gasoline and utility costs.

Additional General Fund reductions of \$1,904,060 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

After considering inflationary increases, the Restricted Funds budget decrease of \$1,479,230 is primarily due to the following: 1) an estimated revenue decrease in the Drug Offender Fines Forfeiture Fund and the Criminal Activity Forfeiture – Federal Fund and 2) the elimination of the Anthem funded Citizen Safety Fund 377 in the 2004 Approved Budget Update amount of \$1,000,000.

In addition to the General Fund, the following restricted funds support the Police Department.

Criminal Activities Forfeiture Federal
Law Enforcement Grant
Criminal Activities Forfeiture State
Drug Offender Fines Forfeiture
Special Drug Investigations

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 1,382.5 for 2005 and 2006, which is a net decrease of 11.0 FTE from the 2004 Approved Budget Update. The General Fund net decrease of 11.0 FTE is due to the addition of fifteen Police Officer positions (15.0 FTE), the addition of a Senior Computer Programmer Analyst position (1.0 FTE) which will be reimbursed by Collaborative Agreement funding, the elimination of three vacant positions (3.0 FTE), and the elimination of 24.0 net FTE (30 Clerk 1 positions) associated with the Cadet Program.

EXPLANATION OF CAPITAL PROJECTS

One General Capital project totaling \$130,800 is recommended for 2005, which is for Digital Mobile Vehicle Recorders. Additionally, in 2005 the department will replace the Computer-Aided Dispatch (CAD) system with an integrated CAD and Records Management System with prior year capital budget project funding and resources dedicated for this purpose in the Collaborative and Department of Justice Agreements.

Two General Capital projects totaling \$115,000 are recommended for 2006, which include a District Three Telephone System in the amount of \$80,000 and the Criminal Investigation Parking Lot Project in the amount of \$35,000.

EXPLANATION OF CONSOLIDATED PLAN PROJECTS

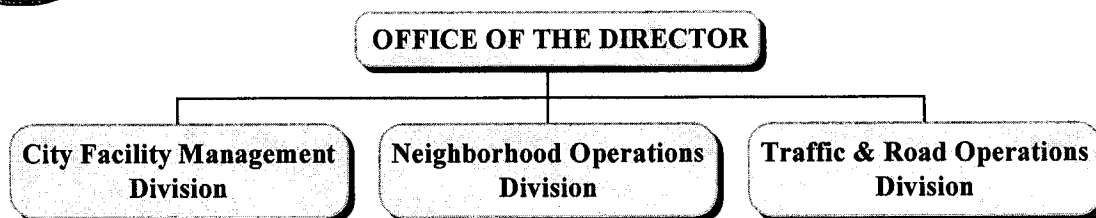
One Consolidated Plan Project is recommended for 2005 and 2006 for \$100,000 for the Drug Elimination Program. This project replaced the Department of Housing and Urban Development's Drug Elimination Grant, which was terminated at the end of 2002.

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DEPARTMENT OF PUBLIC SERVICES

TELEPHONE #: 513.591.5480



MISSION

The mission of the Department of Public Services is to partner with the citizens of Cincinnati to provide a clean and safe City through efficient solid waste collection, neighborhood maintenance programs, effective street and traffic maintenance systems, a responsive customer service communication system, litter reduction programs, and management of the City's facility assets.

FUNCTION AND DUTIES

- The **Office of the Director** oversees the administration and operation of the various functions performed by the Department. The Office of the Director directly manages accounting and budgeting, computer systems administration, human resource management, community involvement, and communication systems.
- The **City Facility Management Division** manages the City's real assets and building improvements including maintenance of 88 city-owned buildings. This Division is responsible for records management, property management, maintenance services, energy management, City Hall operations, Fountain Square/Skywalks, architecture design services, building rehab, and issuance of permits for the use of Fountain Square.
- The **Neighborhood Operations Division** provides quality community-driven service to the citizens of Cincinnati through proactive neighborhood programs including solid waste collection, special collection, recycling, street cleaning, green space management, neighborhood improvement programs, community clean-up services, right-of-way maintenance, and the City's centralized customer services center.
- The **Traffic and Road Operations Division** maintains the public right-of-way, including streets, bridges, viaducts and walls in a safe condition, and provides for the safe and efficient movement of vehicular and pedestrian traffic on the public right-of-way. It enhances the safety and convenience of the general public through placement of traffic control devices, curb repair, pavement markings, roadway lighting, and obtains data for planning and design, while balancing aesthetic and economic considerations.

STRATEGIC DIRECTION

GOALS

The Department of Public Services goals and objectives relate to achieving outcomes that promote a clean and safe City and successful financial results through greater efficiency, competitiveness, and stronger long-term management effectiveness. They are designed to achieve the policies, goals, and objectives of the City Council, the Mayor, and the City Manager. Public Services goals for keeping neighborhoods clean and safe include providing superior service, responding to emergencies, investing in the maintenance of infrastructure, improving the quality of life of our citizens, achieving higher performance, maintaining a highly-skilled workforce, ensuring safe travel, protecting and managing city assets, investing in neighborhoods, providing superior customer service, directing clean and safe programs, and providing safe, passable streets.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

The Department of Public Services has developed and implemented a comprehensive Business Plan that captures the mission, vision, and values expected by our citizens. Each year the Public Services Department approves a Business Plan that includes goals, objectives, and performance measures that promote the Department's business to keep Cincinnati clean, to keep goods and services moving, and manages the City's facility assets. Some key objectives and performance measures include:

- To clear and make passable 95 percent of all primary streets within 24 hours after the end of all snowstorms.
- To repair 90 percent of potholes before they are reported.
- To service 90 percent of all emergency curb work within 24 hours.
- To respond to 2,230 citizen service requests to maintain, construct, or reconstruct traffic signals or traffic lighting.
- To maintain or increase service levels in cleanliness programs through integrated services solutions initiatives.
- To continue outstanding improvements at Findlay Market and Over-the-Rhine by achieving a good litter index rating.
- To achieve a Community Expansion Plan that directs service activities to priority neighborhood needs, improves coordination with the Cincinnati Police Department, and improves community/City partnerships.
- To establish an asset management system that improves management of facilities and requires fewer management personnel.

FUND SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 20,273,690	\$ 21,372,530	\$ 20,247,630	\$ (1,124,900)	\$ 20,314,450
Restricted Funds	\$ 14,957,770	\$ 13,760,970	\$ 13,832,760	\$ 71,790	\$ 13,836,630
Operating Total	\$ 35,231,460	\$ 35,133,500	\$ 34,080,390	\$ (1,053,110)	\$ 34,151,080
Total With Employee Benefits	\$ 39,938,950	\$ 41,166,100	\$ 39,770,910	\$ (1,395,190)	\$ 39,887,460
Internal Service Funds	\$ -	\$ -	\$ 190	\$ 190	\$ 190
Consolidated Plan Projects	\$ -	\$ 120,400	\$ 300,000	\$ 179,600	\$ 300,000
Capital Projects	\$ 5,550,000	\$ 5,350,000	\$ 6,460,000	\$ 1,110,000	\$ 4,730,000
Total Full-Time Equivalent Positions	548.4	528.3	511.3	(17.0)	509.3

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$34,080,390, not including employee benefits. This funding level represents a decrease of \$1,053,110, or 3.0% from the 2004 Approved Budget Update. The General Fund budget change is due to the elimination of \$570,000 in the Over-the-Rhine Enhanced Cleaning Program, a reduction of \$315,000 in the Curb-side Recycling Program, a transfer of \$190,000 to Fund 301 for the Slippery Streets Program, the elimination of \$69,910 for special events overtime pay, recycling contract savings of \$55,620, a reduction in training and administrative costs of \$44,310, a reduction in the payment of rent to the Centennial II Contingency Fund of \$40,000, the elimination of \$38,240 for a City Hall security guard, position vacancy allowance adjustment of \$31,920, and a reduction of \$16,360 for night shift cleaning at City Hall.

These General Fund reductions are partially offset by standard inflationary increases in the net amount of \$246,460.

Additional General Fund reductions of \$430,270 are required in 2006. These reductions are offset by inflationary increases of \$497,090 for a net increase of \$66,820 in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

The Recommended 2005 Restricted Fund Operating Budget totals \$13,832,760. This funding level represents an increase of \$71,790, or 0.5% from the 2004 Approved Budget Update.

Fund 301 Street Construction, Maintenance, and Repair includes increases of \$187,660 for fleet and fuel and \$190,000 for the Slippery Streets Program from the General Fund to Fund 301. Offsetting decreases were made in personnel of \$303,270 (10.0 FTE including 3.0 FTE and a \$134,460 reduction in the Greenspace Program, and 2.0 FTE and a \$82,770 reduction for Step Maintenance) and uniforms of \$11,130.

Fund 302 Income Tax-Infrastructure includes increases of \$150,000 for fleet and fuel. Offsetting decreases were made in personnel costs for \$8,690, reduction in City Hall renovations of \$153,450, and administrative reductions of \$9,100.

Fund 306 Motor Vehicle License Tax includes reductions of \$132,280 for fleet and fuel and \$222,640 in personnel (8.0 FTE).

These Restricted Fund reductions are partially offset by standard inflationary increases in the net amount of \$384,690.

Additional Restricted Fund reductions of \$271,670 are required in 2006 to maintain sufficient fund balances. These reductions are offset by inflationary increases of \$275,540 for a net increase of \$3,870 in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

In addition to the General Fund, the following restricted funds support the Department of Public Services:

Street Construction and Maintenance
Income Tax-Infrastructure
Parking Meter
Motor Vehicle License

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 511.3 for 2005, which is a net decrease of 17.0 FTE from the 2004 Approved Budget Update. The staffing changes are over six funds, including the General Fund.

The net decrease of 17.0 FTE includes the following: a reduction of 5.0 FTE in the Street Construction and Maintenance Fund 301, a reduction of 5.0 FTE in the Income Tax Infrastructure Fund 302, a reduction of 8.0 FTE in the Motor Vehicle License Tax Fund 306, and an offsetting addition of 1.0 FTE in the Mechanized Street Sweeping Fund 215.

The following positions were moved between funds and are not related to the net decrease of 17.0 FTE:

- A transfer of 9.0 FTE from the General Fund to the Street Construction and Maintenance Fund 301;
- A transfer of 13.0 FTE from the Stormwater Management Fund 107 to:
 - The Mechanized Street Sweeping Fund 215 (7.5 FTE),
 - The Street Construction and Maintenance Fund 301 (3.5 FTE), and
 - The Motor Vehicle License Tax Fund 306 (2.0 FTE).

For 2006, the total recommended FTE is 509.3, which is 2.0 FTE less than the 2005 Recommended Budget.

EXPLANATION OF CAPITAL PROJECTS

The 2005 Capital Budget includes eight projects totaling \$6,460,000. These projects include Trash Receptacles for \$150,000; Fire Burn Building for \$900,000; Regional Emergency Operation Center for \$400,000; City Facility Renovations for \$1,900,000; Replacement Facilities for \$1,620,000; City Facility Hazard Correction for \$350,000; Security Upgrades for \$540,000; and Community Facilities Improvements for \$600,000.

The 2006 Capital Budget includes five projects totaling \$4,730,000. The 2006 projects include Trash Receptacles for \$150,000; City Facility Renovations for \$1,650,000; Replacement Facilities for \$1,980,000; City Facility Hazard Correction for \$350,000; and Community Facilities Improvements for \$600,000.

EXPLANATION OF CONSOLIDATED PLAN PROJECTS

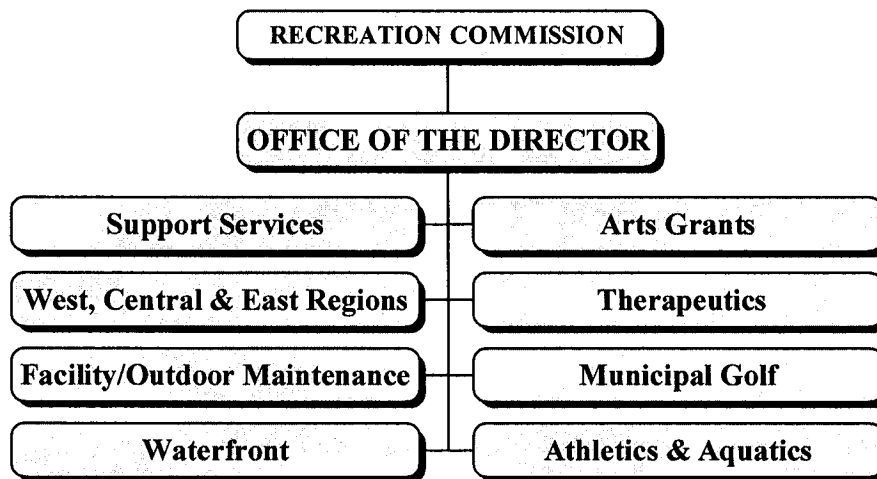
The 2005/2006 Consolidated Plan Budget includes one project for \$300,000 each year. This project funds the Findlay Market Ambassadors Program, an employment and training activity in the Findlay Market area.

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CINCINNATI RECREATION COMMISSION

TELEPHONE #: 513.352.4000



MISSION

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.

FUNCTION AND DUTIES

- **Director's Office** - The Director of Recreation reports directly to the Public Recreation Commission that sets the policies under which the overall mission of the Department is carried out.

Support Services - The Support Services Division is comprised of the Director's Office, Technical Services, Communications & Marketing, the Financial Management Section, and the Personnel Section.
- **Arts Grants** – The City of Cincinnati's arts allocation provides partial support to Cincinnati-based major arts and cultural organizations and funds competitive grant programs for individual artists and small arts organizations.

- **West, Central & East Regions** - These three regions are responsible for carrying out the bulk of the community oriented recreation programs and services through the operation of recreation centers, senior centers, clubs, school programs, and a therapeutic program serving mentally and physically challenged youngsters and adults. Included within these regions for 2005 are senior, therapeutic, and youth and family services programming. Senior programming includes daily senior activities at centers across the City, Senior Hall of Fame events, Council on Aging activities, and the Senior Olympics.
- **Therapeutics** - The Therapeutics Division provides programs for individuals with disabilities in both specialized programs and general recreation programs. Youth and family services specialize in facilitating and coordinating events and programs, including teen centers.
- **Facility & Outdoor Maintenance** - The Maintenance Division is responsible for individual recreation areas encompassing approximately 2,300 acres. This includes recreation centers and senior centers, play areas, swimming pools, golf courses, tennis courts, and athletic fields.
- **Municipal Golf** - This Division oversees the operation and maintenance of seven municipal golf courses encompassing two nine-hole courses, three eighteen-hole courses, and two twenty-seven-hole courses.
- **Waterfront** - This Division has full responsibility for the operation and maintenance of the Central Riverfront Complex, which includes Bicentennial Commons at Sawyer Point, Yeatman's Cove, the Public Landing, Concourse Fountain, Boat Marina, Serpentine Wall, Rowing and Fitness Center, and the historic Showboat Majestic. Emphasis is given to revenue producing activities and corporate sponsorships of special events conducted at these sites.
- **Athletics & Aquatics** - This Division, through a myriad of athletic programs, the majority of which are self-sustaining, provides high quality opportunities for athletic competition on both the individual and team level for citizens of all ages. These include activities such as volleyball, baseball, softball, soccer, basketball, tennis, and touch football. In addition this Division carries out the aquatics program and operation of the citywide swimming pools.

STRATEGIC DIRECTION

GOALS

- To offer clean, safe, and well-maintained facilities for public use.
- Provide both quality and affordable before and after-school care programs for youth and teens citywide.
- To expand participation of teen programming and social events within community centers.
- To expand Computer Lab programs for youth, teens, and adults in recreation centers.
- To expand playground safety team inspection program cycle.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- The Department of Recreation currently offers participants a survey card to rate various aspects of the programs and buildings. Through these comment cards the department can assess the cleanliness, affordability, and quality of services and recreational facilities.

- The Department also has a full time youth coordinator and has expanded teen programming citywide. The computer lab at Millville is under renovation and will open at the end of 2004 with all new equipment. The playground inspections are continuing weekly and four more staff will become certified playground inspectors by year-end.
- The Department is currently working on Accreditation from the National Parks and Recreation Association to improve quality and efficiency throughout the department.
- The Department has increased use of innovative and alternative funding sources to offset budget reductions. Various partnerships include the CRC Foundation, Kroger Company, CSX Transportation and various State, Federal and private grants.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 14,503,370	\$ 15,009,260	\$ 14,852,870	\$ (156,390)	\$ 14,730,560
Restricted Funds	\$ 10,413,990	\$ 10,186,760	\$ 9,985,250	\$ (201,510)	\$ 10,092,380
Operating Total	\$ 24,917,360	\$ 25,196,020	\$ 24,838,120	\$ (357,900)	\$ 24,822,940
Debt Service	\$ 555,230	\$ 536,880	\$ 215,770		\$ 215,770
Total With Employee Benefits	\$ 28,242,230	\$ 29,009,860	\$ 28,239,150	\$ (770,710)	\$ 28,241,860
Capital Projects	\$ 4,810,000	\$ 13,003,400	\$ 3,919,100	\$ (9,084,300)	\$ 3,902,500
Total Full-Time Equivalent Positions	453.8	453.8	452.2	(1.6)	452.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$24,838,120, not including employee benefits, debt service, and General Fund overhead. This funding level represents a General Fund decrease of \$156,390 or 1.0% from the 2004 Approved Budget Update. The budget change is primarily due to the following decreases: 1 Administrative Specialist in the amount of \$56,400, closure of the Butterfield Recreation \$82,980, a reduction in staffing at the Pinecrest (Cincinnati Metropolitan Housing Authority) Facility in the amount of \$40,000, the closure of the Ebersole Recreation Center in the amount of \$50,000, the closure of the Boldface and Mt. Adams pools in the amount of \$26,170, shifting of pool renovations to capital funds in the amount of \$50,000, the elimination of all travel/training in the General Fund in the amount of \$10,000 and the elimination of aquatic storage in the amount of \$5,000.

The Recommended 2005 Operating Budget also includes a 50% reduction in the Arts Policy funding in the amount of \$224,500 and a reduction of \$108,690 in funding for the Arts Consortium. The recommended Arts Consortium funding level is \$100,000.

These reductions are offset by an increase of \$176,560 for the operation of the new Mt. Washington Recreation Center, \$78,020 for utility cost increases, and budgeted wage and inflationary increases in the amount of \$242,750.

The Recommended 2005 Restricted Fund Budget totals \$9,985,250 which represents a decrease of \$201,500 primarily due to a reduction in expenditures for the Sawyer Point Fund 318 and Recreation Special Activities Fund 323 to balance the funds and maintain a reserve balance in excess of 5%.

Additional General Fund reductions of \$315,630 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

In addition to the General Fund, the following restricted funds support the Department of Recreation:

Income Tax Infrastructure	Fountain Square Pavilion
Sawyer Point	Recreation Federal Grant Project
Recreation Special Activities	Yeatman's Cove Park Trust

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 452.2 for 2005 and 2006, which is 1.6 FTE less than the 2004 Approved Budget Update. In the General Fund 8.0 FTE are eliminated associated with closing several recreation facilities and/or pools. The positions to be eliminated include 2 Community Center Directors, 2 Recreation Programming Coordinators, 3 Lifeguards, and 1 Administrative Specialist. An additional 0.7 Municipal Facility Workers were shifted to Sawyer Point Fund 318 which reflects an increase of the same amount within the fund. These FTE reductions are partially offset by an increase of 6.4 FTE for the Mt. Washington Recreation Center and include 1 Supervising Area Coordinator, 3 Community Center Directors, and 2.4 FTE Municipal Facility Workers.

EXPLANATION OF CAPITAL PROJECTS

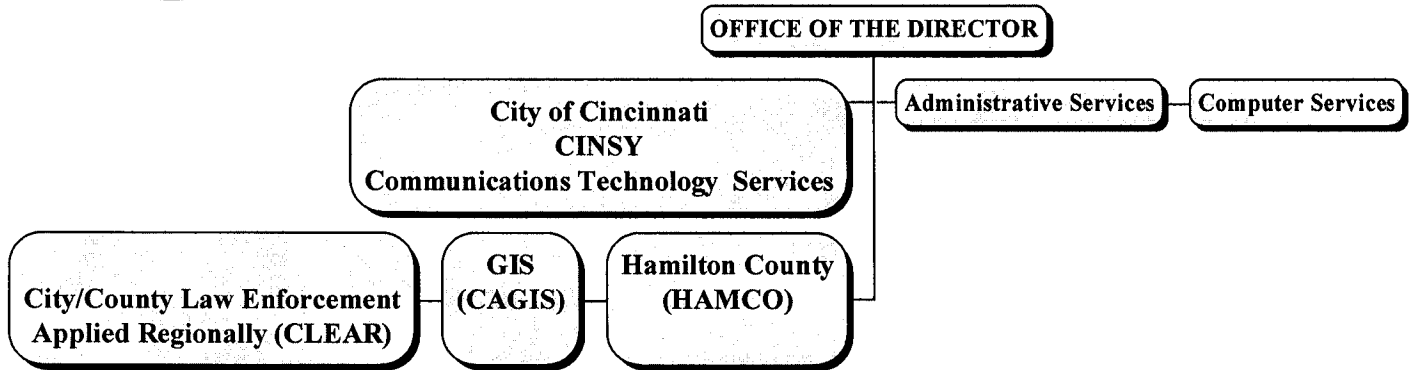
The 2005 Recommended Capital Budget for the Recreation Department includes four Capital projects totaling \$3,919,100. The Capital projects include Recreation Facilities Renovation in the amount of \$1,879,600, Outdoor Facilities Renovation in the amount of \$996,500, Athletics Facilities Renovation in the amount of \$943,000, and Compliance with ADA in the amount of \$100,000.

The 2005 and 2006 golf course improvement requests (Municipal Golf Fund 105) of \$2,650,000 and \$150,000 respectively, are not recommended. These requests will be reconsidered based on the 2004 year-end revenue and expense performance of the Municipal Golf Fund 105.

The 2006 Recommended Capital Budget for the Recreation Department includes four General Capital projects in the amount of \$3,902,500. The Capital projects include Recreation Facilities Renovation in the amount of \$1,423,000, Outdoor Facilities Renovation in the amount of \$1,723,500, Athletics Facilities Renovation in the amount of \$656,000, and Compliance with ADA in the amount of \$100,000.



REGIONAL COMPUTER CENTER TELEPHONE #: 513.352.4745



MISSION

The mission of the Regional Computer Center (RCC) is to support the City of Cincinnati and Hamilton County through excellence in design, development, and application of technology solutions that increase the efficiency and effectiveness of the various local governments, public safety, and law enforcement agencies in the region by improving service delivery and enterprise coordination.

FUNCTION AND DUTIES

The RCC provides information and communications technology solutions that increase the business effectiveness of local government, law enforcement agencies, and other customers in the Hamilton County region.

- **CINSY** - The RCC provides innovative technology solutions for the City of Cincinnati which include support for enterprise systems, including City financial and human resource systems, and the City's internet and intranet developments.

Communications Technology Service (CTS) - The CTS is primarily responsible for supporting the City's voice and radio communications systems. This work includes the administration, operation, and maintenance of the City owned fiber optic network linking all major city facilities.

- **Administrative/Computer Services** - The support arm of RCC is both Administrative and Computer Services. The administrative section serves to support, both effectively and economically, the needs of the City of Cincinnati and Hamilton County. The Computer Services section is comprised of Technical Services, Application Services, Computer Operations, and Network Services.

- **City/County Law Enforcement Applied Regionally (CLEAR) & Regional Crime Information Center (RCIC)** – The RCC has responsibility for providing computerized records management systems to the law enforcement agencies operating in Hamilton County. The primary systems provided include the CLEAR system, which maintains information regarding persons and property, as well as systems which maintain fingerprint information, on-line access to information systems from all police vehicles, crimes reported, and jail management which maintains information on all persons incarcerated in the Hamilton County Sheriff's Jail.

The RCIC also maintains a data communications network which links all Hamilton County – City of Cincinnati law enforcement agencies, including police squad cars, with the local systems and information systems maintained by the Ohio State Highway Patrol, the Federal Bureau of Investigations, and the remaining state police agencies.

- **Cincinnati Area Geographic Information Systems (CAGIS)** – The CAGIS is a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery. Jointly funded by the City of Cincinnati, Hamilton County, and Cinergy. This interactive geographic information system links, displays, and analyzes a variety and quantity of data describing Cincinnati and Hamilton County infrastructure and geography.
- **Hamilton County Information Systems (HAMCO)** – HAMCO offers a full range of information technology services to departments of Hamilton County. Major applications include case management and collections for the Courts of Common Pleas, Municipal, Domestic Relations, Traffic, and Juvenile; and mortgages and property deeds for the Recorder's office. HAMCO offers network administration to several County agencies, and provides support for the Hamilton County Website.

STRATEGIC DIRECTION

GOALS

- Upgrade and expand the City's communication infrastructure.
- Improve the City's responsiveness to citizen inquiries and complaints.
- Improve financial processing.
- Upgrade Police communication and information technology systems.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Manage rollout of the City's 800MHz communications system.
- Design, develop, and implement a Customer Service Request system.
- Complete upgrade of the City's financial management system.
- Begin rollout of the COP SMART system to be used by all law enforcement agencies in Hamilton County.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 3,725,880	\$ 4,342,920	\$ 4,006,340	\$ (336,580)	\$ 4,033,380
Restricted Funds	\$ 1,492,770	\$ 1,832,510	\$ 1,867,370	\$ 34,860	\$ 1,913,160
Operating Total	\$ 5,218,650	\$ 6,175,430	\$ 5,873,710	\$ (301,720)	\$ 5,946,540
Total With Employee Benefits	\$ 5,390,420	\$ 6,408,030	\$ 6,107,450	\$ (300,580)	\$ 6,184,270
Capital Projects	\$ 10,283,700	\$ 5,148,900	\$ 1,433,300	\$ (3,715,600)	\$ 1,059,100
Total Full-Time Equivalent Positions	201.0	200.0	191.2	(8.8)	191.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$5,873,710, not including employee benefits. Within the General Fund, there is a decrease of \$336,580 or 7.8% from the 2004 Approved Budget Update. This budget change is primarily due to the following decreases: Cincinnati Financial Systems in the amount of \$115,885, Cincinnati Human Resources Information System in the amount of \$87,353, Information Technology Security in the amount of \$53,584, Metropolitan Area Network in the amount of \$111,884, and Network Services in the amount of \$76,444. These reductions will result in no new information technology enhancements and/or development initiatives for these systems. These reductions are partially offset by a non-personnel inflationary increase of \$108,570.

In addition to the direct appropriation noted above, the department is reimbursed from other City agencies for information technology services. The estimated reimbursements for 2005 total \$3,435,060.

Additional General Fund reductions of \$85,140 are required in 2006. Specific reductions will be addressed in the 2006 Budget Update process.

The Recommended 2005 Restricted Fund Budget totals \$1,867,370. The funding level represents an increase of \$34,860 or 1.9% from the 2004 Approved Budget Update. The increase is primarily due to inflationary increases.

The Recommended 2006 Restricted Fund Budget totals \$1,913,160. The funding level represents an increase of \$45,790 or 2.4% over the 2005 Recommended Budget. The increase is primarily due to inflationary increases.

In addition to the General Fund, the following restricted funds support the Regional Computer Center:

Income Tax - Infrastructure
Cable Communications

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 191.2 for 2005 and 2006, which is 8.8 FTE less than the 2004 Approved Budget Update. This includes the elimination of 1 Senior

Administrative Specialist, 2 Information Technology Managers, 1 Information Technology Assistant Manager, 3.8 Senior Computer Programmer Analysts, and 1 Clerk Typist 3.

EXPLANATION OF CAPITAL PROJECTS

Nine General Capital projects totaling \$1,230,500 are recommended for 2005 which include Contact Service Request Management in the amount of \$500,000, CFS Client Server in the amount of \$59,700, Electronic Government in the amount of \$50,000, CAGIS Infrastructure in the amount of \$65,800, Metropolitan Area Network Enhancements in the amount of \$100,000, Information Security Initiative in the amount of \$50,000, Permits and Workflow Tracking Server in the amount of \$200,000, Relocate CTS Equipment – CFM Master Plan in the amount of \$180,000, and Telephone System Upgrade and Replacement in the amount of \$25,000.

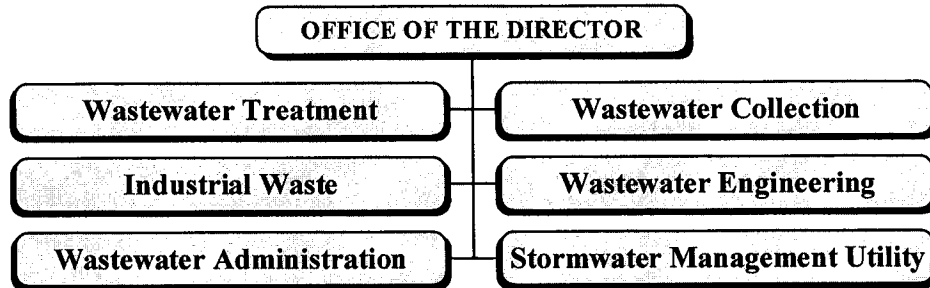
The 2005 Capital Budget also includes \$202,800 for three Telecommunication Services projects: CAGIS Infrastructure in the amount of \$32,800, Diverse Telecommunications Routing in the amount of \$140,000, and Radio Tower Structural Upgrade & Repair in the amount of \$30,000.

Seven General Capital projects totaling \$996,200 are recommended for 2006 which include CFS Client Server in the amount of \$200,000, Electronic Government in the amount of \$225,000, CAGIS Infrastructure in the amount of \$65,700, Metropolitan Area Network Enhancements in the amount of \$200,000, Information Security Initiative in the amount of \$50,000, Desktop Asset Management in the amount of \$90,200, and Telephone System Upgrade and Replacement in the amount of \$165,300.

The 2006 Capital Budget also includes the following two Telecommunication Services projects: CAGIS Infrastructure in the amount of \$32,900 and Radio Communications Equipment in the amount of \$30,000.



DEPARTMENT OF SEWERS
TELEPHONE #: 513.244.1300



MISSION

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers. We will provide our customers and the community with quality, cost effective collection and treatment of wastewater, and "on-time" engineering, regulatory, and administrative services. We will do this by:

- Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations;
- Maintaining, expanding, and enhancing our processes and facilities;
- Continuing to build the confidence of our customers, local government officials, and regulators;
- Using innovative technology; and
- Building a cooperative environment that values the employee and supports MSD's vision.

FUNCTION AND DUTIES

The Department of Sewers is responsible for the management and operations of the Metropolitan Sewer District of Greater Cincinnati by agreement between the Board of Hamilton County Commissioners and the City of Cincinnati. The District serves 33 municipalities in addition to the unincorporated areas of Hamilton County. The seven divisions of the district are as follows:

- **Office of the Director:** Responsible for coordinating the overall operation of MSD.
- **Wastewater Treatment:** Operates all treatment plants and pump/lift stations in compliance with all Federal and State permits in order to protect public health and to meet the goals and objectives of the Clean Water Act.

- **Wastewater Collection:** Provides a safe collection of sewage and industrial waste and conveys the wastewater to the treatment facilities.
- **Industrial Waste:** Responsible for the implementation of an industrial waste management and surcharge program which includes sampling, analyzing, and the evaluation of industrial waste discharged to the public sewer system; and is responsible for the district's compliance with the terms and conditions of the National Pretreatment Program and all supporting activities.
- **Wastewater Engineering:** Provides engineering services to the Sewer Department and the public to achieve a sanitary sewer system that complies with all applicable design usage and regulatory criteria to improve water quality and coordinates the planning and implementation of the District's Capital Improvement Program.
- **Wastewater Administration:** Manages and administers the personnel, financial, safety, stores, and reproduction activities and functions as the bridge between the operating divisions and other City agencies.
- **Stormwater Management Utility:** Protects Cincinnati by effective stormwater management through such activities as capital improvement projects, drainage master planning, regulation and enforcement, permit administration, routine maintenance, remedial maintenance, and flood control. This division has jurisdiction only in the City of Cincinnati but it is managed by the Sewers Department.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 83,393,650	\$ 94,255,570	\$ 96,661,130	\$ 2,405,560	\$ 98,829,530
Operating Total	\$ 83,393,650	\$ 94,255,570	\$ 96,661,130	\$ 2,405,560	\$ 98,829,530
Debt Service	\$ 43,682,900	\$ 45,994,900	\$ 50,144,900	\$ 4,150,000	\$ 56,644,900
Total With Employee Benefits	\$ 135,580,790	\$ 150,965,650	\$ 157,966,470	\$ 7,000,820	\$ 166,947,090
Capital Projects	\$ 51,948,600	\$ 81,137,500	\$ 64,284,400	\$ (16,853,100)	\$ 96,687,400
Total Full-Time Equivalent Positions	724.0	721.5	712.0	(9.5)	712.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 Operating Budget totals \$96,661,130 not including employee benefits, debt service, and General Fund overhead. This funding level represents an increase of \$2,405,560 or 2.6% from the 2004 Approved Budget Update. This amount is primarily attributed to inflationary increases.

The Recommended 2006 Operating Budget totals \$98,829,530 not including employee benefits, debt service, and General Fund overhead. This funding level represents an increase of \$2,168,400 or 2.2% from the 2005 Recommended Budget. This amount is primarily attributed to inflationary increases.

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 712.0 for 2005 and 2006, which is 9.5 FTE less than the 2004 Approved Budget Update. The reduction is part of MSD's efficiency optimization plan that includes the realignment of some operating units.

EXPLANATION OF CAPITAL PROJECTS

The Biennial Capital Budget totals \$64,284,400 in 2005 and \$96,687,400 in 2006 in the Restricted Funds Capital Budget.

METROPOLITAN SEWER DISTRICT (MSD) FUND 701

The MSD departmental budget of \$91,827,160, not including employee benefits, debt service, and General Fund overhead is an increase of \$2,361,330 or 2.6% over the 2004 budget. Although personnel decreased \$130,490 over the 2004 Approved Budget due to personnel reductions, non-personnel increased by \$2,491,820 over the 2004 Approved Budget. Non-personnel increased significantly in the following areas: expert services in the amount of \$1,182,000; natural gas in the amount of \$836,230; collection of sewerage bills in the amount of \$580,000; electric power in the amount of \$553,000; and electrical and pumping machinery in the amount of \$395,500. Expert services include consultants for strategic planning, the global consent decree, public relations, combined sewer overflows, assessments, information technology, flow monitoring maintenance, accounting, and engineering. The use of various consultants helps MSD reduce personnel and keep personnel expenditures at a minimum. Reductions in various other non-personnel items of \$1,054,910 limit the increase to \$2,491,820.

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 78,615,710	\$ 89,465,830	\$ 91,827,160	\$ 2,361,330	\$ 93,878,280
Operating Total	\$ 78,615,710	\$ 89,465,830	\$ 91,827,160	\$ 2,361,330	\$ 93,878,280
Debt Service	\$ 42,561,000	\$ 44,916,500	\$ 49,110,000	\$ 4,193,500	\$ 55,610,000
Total With Employee Benefits	\$ 129,459,680	\$ 144,848,430	\$ 151,769,440	\$ 6,921,010	\$ 160,623,870
Capital Projects	\$ 50,864,600	\$ 79,381,500	\$ 63,089,400	\$ (16,292,100)	\$ 95,487,400
Total Full-Time Equivalent Positions	705.0	702.5	693.0	(9.5)	693.0

STORMWATER MANAGEMENT UTILITY (SMU) FUND 107

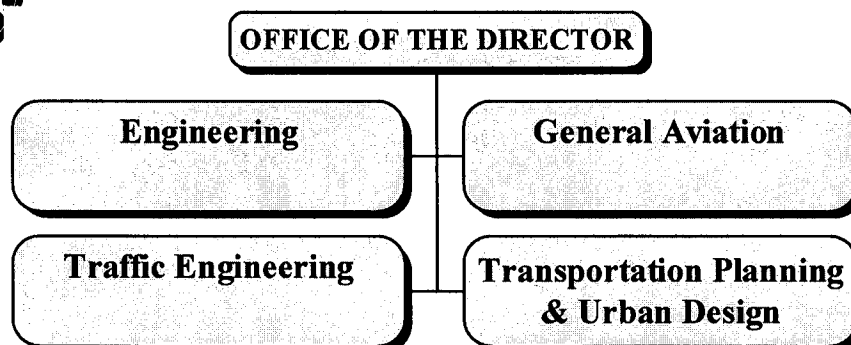
The Sewers SMU departmental budget of \$4,833,970, not including employee benefits, debt service, and General Fund overhead is an increase of 0.9% over the 2004 budget. After adjusting for reductions to management compensation, the budget change is due to inflationary increases. The SMU budget includes participation in the National Pollution Discharge Elimination System (NPDES) Phase II Storm Water Permit Program. This program requires local governments to take action to improve water quality in the area's rivers and streams. Communities will be required to reduce the pollution load coming from their storm sewers and ditches. Local governments are required to develop a storm water management program. The permit cost of \$300,000 to join the countywide effort is included in the operating budget.

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 4,777,940	\$ 4,789,740	\$ 4,833,970	\$ 44,230	\$ 4,951,250
Operating Total	\$ 4,777,940	\$ 4,789,740	\$ 4,833,970	\$ 44,230	\$ 4,951,250
Debt Service	\$ 1,121,900	\$ 1,078,400	\$ 1,034,900	\$ (43,500)	\$ 1,034,900
Total With Employee Benefits	\$ 6,121,110	\$ 6,117,220	\$ 6,197,030	\$ 79,810	\$ 6,323,220
Capital Projects	\$ 1,084,000	\$ 1,756,000	\$ 1,195,000	\$ (561,000)	\$ 1,200,000
Total Full-Time Equivalent Positions	19.0	19.0	19.0	0.0	19.0



TRANSPORTATION & ENGINEERING

TELEPHONE #: 513.352.2366



MISSION

The mission of the Department of Transportation and Engineering is to manage the transportation system so that it provides for the safe mobility of the traveling public. We accomplish this through effective leadership in the planning, designing, and building of attractive, efficient, and diverse modes of transportation, serving Cincinnati and the region.

FUNCTION AND DUTIES

- **Office of the Director:** The Office of the Director provides leadership by developing, delivering, and managing the strategic vision of a balanced regional transportation network that responds to the needs of the City of Cincinnati and the region. This office provides administration, accounting, and information technology support for the Department.
- **Engineering Division:** The Engineering Division is responsible for the basic infrastructure of the City of Cincinnati. The division provides civil engineering design, construction management, project management services, and designing and constructing transportation facilities. The division also guides maintenance, recommends and enforces policies for use of right-of-way facilities. This division provides safety and convenience of the traveling public and enhances the quality of life by beautifying, preserving, and improving the structural integrity and stability of bridges, viaducts, roadways, hillsides, sidewalks, and public lands. Engineering and surveying services are also provided to other agencies as requested.
- **General Aviation Division:** The General Aviation Division manages the Cincinnati Municipal Lunken and Blue Ash Airports. The division provides for the safe air transportation service for the citizens of Cincinnati by providing the overall operation and maintenance of these City-owned airports and their facilities. The division's mission is to maintain first-class airport facilities that enhance the economic development of the region while maintaining a balance in the quality of life for the surrounding neighborhoods.
- **Traffic Engineering Division:** The Traffic Engineering Division is responsible for providing the safe and efficient movement of vehicular and pedestrian traffic in the public right-of-way. The Traffic Engineering Division provides design services for the City's traffic signal and street lighting systems.

The agency also provides design services for street signs and pavement markings and coordinates traffic control for special events and construction projects.

- **Transportation Planning and Urban Design Division:** The Transportation Planning and Urban Design Division provides transportation planning, urban design, and graphic design in order to cultivate the character and enhance the quality of life for the citizens and visitors of Cincinnati. The division develops regional and citywide transportation plans and policies coordinating all the transportation modes including roadway, transit, railroad, bicycle, aviation, and waterway with land use planning. The division provides urban and environmental graphic design for downtown, neighborhood business districts, housing, and industrial areas of the City as well as print graphics for all other City departments.

STRATEGIC DIRECTION

GOALS

- Promote safety and mobility for the motoring, walking, and bicycling public
- Provide continuing prompt, responsive, and considerate customer service
- Contribute towards the long-term vitality, attractiveness, and quality of life in the City
- Utilize best management practices to further promote fiscal and efficient management
- Promote safety and mobility for the air traveler

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

- Rehabilitate 100 lane miles of streets
- Perform annual inspection of all public/private bridges within the City of Cincinnati
- Actively participate in customer service improvements
- Continue to identify, evaluate and streamline departmental processes
- Prepare the implementation program for the installation of energy savings Liquid Emitting Diodes (LED) traffic control equipment
- Create Downtown Infrastructure Plan
- Complete streetscape projects recommended by Cincinnati Neighborhood Business Districts United

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ 2,954,580	\$ 3,045,160	\$ 2,939,650	\$ (105,510)	\$ 2,933,430
Restricted Funds	\$ 6,627,380	\$ 7,077,850	\$ 6,498,560	\$ (579,290)	\$ 6,283,960
Operating Total	\$ 9,581,960	\$ 10,123,010	\$ 9,438,210	\$ (684,800)	\$ 9,217,390
Debt Service	\$ 939,380	\$ -	\$ -	\$ -	\$ -
Total With Employee Benefits	\$ 11,898,360	\$ 11,951,030	\$ 11,246,940	\$ (704,090)	\$ 11,040,300
Capital Projects	\$ 38,768,200	\$ 25,764,200	\$ 30,182,900	\$ 4,418,700	\$ 35,819,000
Total Full-Time Equivalent Positions	197.0	196.0	194.0	(2.0)	194.0

EXPLANATION OF OPERATING BUDGET CHANGES

The Recommended 2005 General Fund Operating Budget totals \$2,939,650, not including employee benefits. This funding level represents a decrease of \$105,510 or 3.5% from the 2004 Approved Budget Update. The General Fund reduction is primarily attributed to the elimination of 2.0 full-time equivalent (FTE) positions for a savings of \$79,460, a reduction in the City Architect's salary of \$11,600 due to a retirement, salary savings of \$55,550 related to the shift of two Supervising Engineer positions between the General Fund and the Income Tax Infrastructure Fund 302, and the downgrading of a Supervising Surveyor to a Surveyor. Non-personnel reductions provide additional savings of \$68,250. Included within the non-personnel reductions is the elimination of \$65,000 to support operating expenses at the Transit Center, and a reduction of \$3,250 related to leased copiers, non-local travel, training, and tuition reimbursement.

These General Fund reductions are partially offset by an increase of \$60,500 for street light electricity and standard inflationary increases totaling \$48,850 in other expenditure categories.

The Recommended Restricted Funds Operating Budget totals \$6,498,560, not including employee benefits. This funding level represents a decrease of \$579,290 or 8.2% from the 2004 Approved Budget Update. The Restricted Funds reduction is primarily attributed to a \$600,000 reduction to the street and bridge maintenance contractual services budget, and a \$78,000 reduction related to the elimination of one-time items (fleet repairs, security cameras, and communication lines) in 2004 Approved General Aviation Fund Budget. These reductions are partially offset by an increase of \$15,000 for traffic signal electricity and standard inflationary increases totaling \$83,710 in other expenditure categories.

Additional General Fund reductions of \$62,470 are required in 2006. With standard inflationary increases of \$56,250 included, the net General Fund reduction in 2006 totals \$6,220 compared to 2005. Additional reductions in the Restricted Funds Operating Budget (Parking Meter Fund) of \$332,700 are required in 2006 as well. With standard inflationary increases of \$118,100 included, the net Restricted Funds Operating Budget reduction in 2006 totals \$214,600 compared to 2005. Specific reductions will be addressed in the 2006 Budget Update process.

In addition to the General Fund, the following restricted funds support the Department of Transportation and Engineering:

Special Assessment Funds

Sidewalk Assessment
Street Light Assessment

Special Revenue Funds

Parking Meter
Blue Ash Airport Operation
Blue Ash Airport Improvement
Street Restoration
Undedicated Streets
Expressways/Gateways
Income Tax Transit
Income Tax Infrastructure

EXPLANATION OF STAFFING CHANGES

The total recommended Full Time Equivalent (FTE) staffing is 194.0 for 2005 and 2006, which is 2.0 FTE less than the 2004 Approved Budget Update. The 2.0 FTE decrease in the General Fund is due to the elimination of 1 Accounting Technician 2 position and 1 Senior Engineering Technician position.

EXPLANATION OF CAPITAL PROJECTS

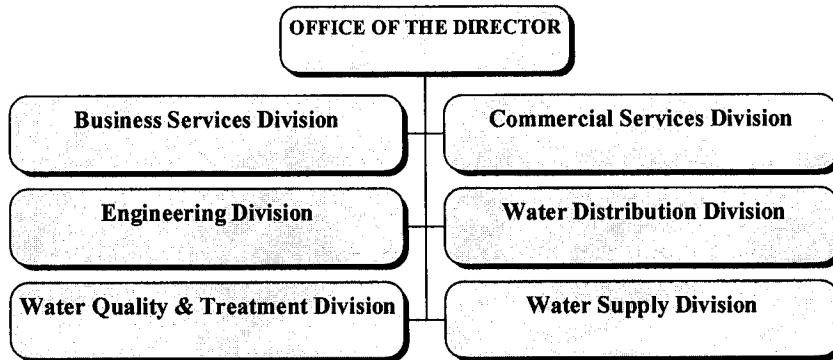
The 2005 Recommended Capital Budget for the Department of Transportation and Engineering includes 51 projects totaling \$30,182,900. The 2005 Recommended Capital Budget includes 46 General Capital Budget projects totaling \$29,502,900, 4 General Aviation Fund Capital Budget projects totaling \$580,000, and one Income Tax Transit Fund Capital Budget project totaling \$100,000.

The 2006 Recommended Capital Budget includes 51 projects totaling \$35,819,000. The 2006 Recommended Capital Budget includes 46 General Capital Budget projects totaling \$35,249,000, 4 General Aviation Fund Capital Budget projects totaling \$470,000, and one Income Tax Transit Fund Capital Budget project totaling \$100,000.



DEPARTMENT OF WATER WORKS

TELEPHONE #: 513.591.7700



MISSION

The mission of the Greater Cincinnati Water Works is to provide its customers with a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.

FUNCTION AND DUTIES

The Greater Cincinnati Water Works, a municipally owned and operated utility, was purchased by the City of Cincinnati from a private owner in 1839. The service area of the Greater Cincinnati Water Works now includes the entire City of Cincinnati, approximately 90% of the rest of Hamilton County, the City of Mason and other areas in the adjacent counties of Butler, Warren, and Clermont in Ohio and the City of Florence and Boone County in Kentucky. In total, the Department's retail service area is approximately 354 square miles and the wholesale service area is approximately 457 square miles.

- **Business Services Division:** Responsible for the general administration of the Department, including personnel, purchasing, legal and contractual services. This Division also oversees employee safety, security of plants and facilities, information technology and the financial management of the organization.
- **Commercial Services Division:** Responsible for the billing and collection of water and sewer bills. This includes the reading of water meters, the maintenance and repair of such meters, maintaining customer accounting records and the collection of payments, both current and delinquent.
- **Supply Division:** Responsible for the operation and maintenance of the three water treatment plants: the Miller Plant (California, Ohio), the Bolton Plant (Fairfield, Ohio) and the Mason Plant (Mason, Ohio). The Supply Division also operates seventeen pumping facilities and twenty-six storage tanks and reservoirs throughout the distribution system.

- **Distribution Division:** Maintains the Greater Cincinnati Water Works' distribution system, consisting of over 3,000 miles of underground mains, 235,000 service branches, and thousands of valves and appurtenances throughout the Greater Cincinnati area.
- **Engineering Division:** Responsible for water main system, plant and facility design. This Division is also responsible for construction, system records, capital investment, and maintenance planning.
- **Water Quality & Treatment Division:** Responsible for all water quality and treatment activities at the Miller Plant, the Bolton Plant, the Mason Plant and throughout the distribution system. This Division is also responsible for maintaining compliance with all State and Federal EPA regulations along with responding to consumers' water quality concerns and conducting studies and research to optimize product quality and cost.

STRATEGIC DIRECTION

GOALS

The Water Works Strategic Business Plan is comprised of seven goals:

1. Provide outstanding customer service and build positive relationships between the public and GCWW.
2. Optimize our water treatment and distribution system to provide high quality water that protects public health.
3. Continue to develop a work environment that ensures a productive and motivated workforce that continues to focus on customer satisfaction.
4. Make wise and timely investments to promote improvements in infrastructure, operations, and technology.
5. Be a leader in regional solutions to improve water quality, reliability of water supply, and offer existing GCWW services.
6. Optimize the use of our fiscal resources to ensure that customer's cost of water is competitive with comparable utilities.

INITIATIVES & EFFORTS TO ADDRESS STRATEGIC GOALS

Each of the Water Works goals is supported by a series of objectives:

Goal 1:

Objective A - Ensure that a strong customer satisfaction focus is present in all that we do by compiling and evaluating customer feedback and employee input.

Objective B - Develop, implement and annually update customer-focused strategies based on identified customer needs.

Objective C - Develop, implement and maintain highly visible and well utilized education and awareness programs that communicate the accomplishments, direction, and spirit of GCWW.

Goal 2:

Objective A - Implement and maintain source water protection programs that ensure quality of ground and surface water sources to continually meet or exceed regulatory requirements.

Objective B - Provide water treatment processes and programs that ensure finished water always meets or exceeds regulatory requirements.

Objective C - Provide distribution system programs that ensure delivered water that always meets or exceeds regulatory requirements.

Goal 3:

Objective A - COMMUNICATION - Develop a work culture centered around effective and efficient communication.

Objective B - LEARNING - Become a learning organization where, as part of the organizational culture, employees strive to grow and develop personally and professionally.

Objective C - PHYSICAL WORK ENVIRONMENT - Make visible and measurable improvements each year to the physical work environment for employees.

Objective D - RECOGNITION/REWARD - Establish employee reward and recognition systems.

Objective E - DIVERSITY - Value diversity in our workforce and in customers we serve.

Objective F - STAFFING - Create a flexible workforce to address changing service demands while ensuring that appropriate staffing levels are maintained throughout GCWW.

Goal 4:

Objective A - Annually identify and improve two major, existing processes and one new work process.

Objective B - Be an innovative water industry leader in applied research and development in the areas of business, science and engineering.

Goal 5:

Objective A - Maintain GCWW as an economically viable organization able to support public service interests by addressing water quality, reliability, and supply in the region.

Objective B - Establish a leadership role for GCWW from a public service perspective.

Objective C - Develop a delivery plan for existing GCWW services which may be provided in the region.

Goal 6:

Objective A - Maintain GCWW's bond rating to obtain an optimal interest rate.

Objective B - Annually update a 5-year financial plan to optimally allocate available fiscal resources.

Objective C - Annually identify one or more strategies to reduce costs or improve cash management without diminishing customer service.

Objective D - Annually identify one or more strategies to generate additional revenue sources.

FUNDING SUMMARY

	2003 Approved Budget	2004 Approved Update	2005 Recommended	Change 2004 Update to 2005 Recommended	2006 Recommended
Operating Budget					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Funds	\$ 54,292,170	\$ 57,037,850	\$ 51,785,050	\$ (5,252,800)	\$ 53,793,550
Operating Total	\$ 54,292,170	\$ 57,037,850	\$ 51,785,050	\$ (5,252,800)	\$ 53,793,550
Debt Service	\$ 30,488,910	\$ 30,707,000	\$ 33,089,500	\$ 2,382,500	\$ 33,089,500
Total With Employee Benefits	\$ 92,612,190	\$ 97,837,550	\$ 95,274,330	\$ (2,563,220)	\$ 97,574,020
Capital Projects	\$ 66,743,300	\$ 63,995,000	\$ 48,562,000	\$ (15,433,000)	\$ 45,259,000
Total Full-Time Equivalent Positions	645.9	647.4	648.2	0.8	637.2

EXPLANATION OF OPERATING BUDGET CHANGES

The Cincinnati Water Works all funds 2005 departmental budget of \$51,785,050, not including employee benefits, debt service, and General Fund overhead, is a 9.2% decrease from the 2004 Approved Budget Update. After considering inflationary increases, the budget change is primarily due to the following decreases: a) a \$2,063,400, or 7.2% decrease in the personnel budget; b) a \$3,189,400, or 11.3% decrease in the non-personnel budget. The personnel budget decreases include the following: 1) elimination of funding for 37 positions by increasing the position vacancy allowance (PVA) by \$1,413,100; 2) a reduction for reimbursements in the amount of \$483,900; 3) the retirement lump sum budget is reduced by \$195,930; 4) overtime and other wage items are decreased by \$58,860. These decreases are offset by salary increases in the amount of \$88,390.

The non-personnel budget decreases include a one-time adjustment for utilities resulting from a \$500,000 reimbursement from Cinergy allowing CWW to reduce the utilities budget by the same amount in 2005. The non-personnel budget decreases also include a number of service-related reductions in the amount of \$2,689,400 including (but not limited to) the following: 1) a 25% reduction in repair operations; 2) the elimination of the emergency repair contract service; 3) reduction in the street restoration program; 4) reductions in machine maintenance; 5) elimination of the river modeling study.

The Cincinnati Water Works all funds 2006 departmental budget of \$53,793,050, not including employee benefits, debt service, and General Fund overhead, is a 3.9% increase from the 2005 recommended budget. After considering inflationary increases of \$1,531,500, the budget change is primarily due to an \$850,000 increase in utilities costs and a \$373,000 reduction in personnel as the result of automation in the meter reading operation.

The Greater Cincinnati Water Works (GCWW) budget includes a 5% water use rate increase in 2005 and additional 7.5% water use rate increase in 2006 based on declining revenues and increasing costs. Revenues have been less than anticipated during 2003 and 2004 due to decreasing per-household consumption, a decline in business/commercial consumption, the widespread use of low-flow fixtures in new construction and renovations, and consecutive wet summers. Additionally, the rate increase is necessary to address increasing costs for utilities, employee benefits, fuel, and transportation costs.

EXPLANATION OF STAFFING CHANGES

The total recommended FTE is 648.20 which is 0.85 FTE greater than the 2004 Approved Budget. The increase of 0.85 FTE is the result of the following changes during 2004: 1) the elimination of 5.15 FTE in the meter replacement program; 2) the addition of 5.0 FTE for information technology positions to reduce cost of contractors; 3) and the addition of 1.0 Senior Buyer FTE.

Although the recommended 2005 budget includes a \$2,063,400 or 7.2% decrease in the personnel budget, there are no net reductions in the FTE count. The \$2,063,400 decrease in the personnel budget eliminates funding for 37 positions through a position vacancy adjustment (along with increasing reimbursements and decreasing certain other personnel costs such as overtime) but does not eliminate FTE.

EXPLANATION OF CAPITAL PROJECTS

The recommended 2005/2006 Greater Cincinnati Water Works (GCWW) capital budget is \$93,821,000. The 2005 GCWW Capital Budget includes \$48,562,000 for 31 projects. In 2006, the recommended Capital Budget for GCWW is \$45,259,000 for 35 projects. All requested projects are in the Water Works Capital Fund 756. The recommended six-year plan for the Water Works Capital Fund budget totals \$323,508,000.

The GCWW 2005 Capital Budget of \$48,562,000 is \$15,853,000 under the established long-term capital investment program. The 2006 requested budget of \$45,259,000 is \$21,082,000 short of the established long-term capital investment program. Revenue short falls in 2003 and 2004 required a reduction in the 2005/2006 capital budget.

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